

September 1946

NATION'S BUSINESS



CIRCULATION
MORE THAN A
HALF MILLION
NET PAID

Charles E. Davis



Test your word knowledge

of Paper and Printing



1. Vignette

- Burnished edge of a halftone
- Artist's reducing glass
- Soft, etched-away edge of a halftone



2. Hell Box

- Linotype melting pot
- Receptacle for waste printing metal
- Pulp mixer used in paper making



3. Furnish

- Scrap from a paper cutter
- Mixture of paper stock ingredients
- A glossy coating used in printing



4. Trufect

- Type of anastigmat camera lens
- Color-corrective filter
- Name of an ultra-quality printing paper

ANSWERS

1 Vignette is the edge of a halftone re-etched until it fades out softly. For beautiful halftone reproduction, fine printers prefer the resilient body, smooth surface and controlled ink affinity of lustrous Levelcoat.

2 Hell Box to a printer, means a receptacle for metal waste. "Waste" is a word which has no association with paper when Levelcoat is used. For Levelcoat is recognized for its superior runability — gets more effective impressions out of every ream or roll.

3 Furnish is the mixture of paper ingredients in stock suspension, a cardinal factor in paper quality.

4 Trufect is the finest quality grade of Kimberly-Clark Levelcoat printing paper. Amazingly uniform from ream to ream, TRUFECT provides a clear, rich medium for more effective printing.

Free! An intriguing Quiz Book with 24 more questions to test your word knowledge of paper and printing. Write for your copy today.

Levelcoat[®]
PRINTING PAPERS

If our distributors cannot supply your immediate needs, we solicit your patience. There will be ample Levelcoat Printing Papers for your requirements when our plans for increased production can be realized.



KIMBERLY-CLARK CORPORATION
NEENAH, WISCONSIN

*TRADE MARK



A development of
B.F. Goodrich
FIRST IN RUBBER

Spotting next year's troubles

A typical example of B.F. Goodrich development in tires

AT LEAST 93 different factors affect tire life and should be checked regularly if maximum tire service is to be obtained. Because all these checks are not made, 9 out of 10 truck tires fail to give full mileage. Such things as brake adjustment, placement of load on the truck, spacing of dual tires, and condition of the truck itself all affect tire life.

To help truck owners get full service from their tires B.F. Goodrich years ago organized a practical program under which factory-trained men take over the complete supervision of tire maintenance for truck fleet operators. These men check everything that

might affect tire life. They train your men to spot delays before they happen. They show you how to get your money's worth—and more—out of every casing and tube you buy.

Hundreds of fleets, including many of the country's largest operators, now use this plan.

A freight hauler who operates 217 units on 1152 rolling wheels says, "Your tire maintenance program... has enabled us to reduce our tire costs by approximately \$2000 per month." Another writes: "We have been using the B.F. Goodrich program for one and a half years and during this time our tire costs per mile have constantly

decreased." And another: "We have never experienced any delay in the operation of the 67 units in our fleet traceable to tire failure."

You can cut your tire costs with this proven maintenance program—a result of the B.F. Goodrich plan of continuing research for better tire performance.

For full information write Fleet Tire Maintenance Dept., *The B.F. Goodrich Company, Akron, Ohio.*

Truck Tires **BY**
B.F. Goodrich

IS YOUR
TRANSPORTATION
AN "Alley"
OPERATION..



...or built into your building *at the vital spot?*

- THE LOCATION of your shipping and receiving docks is as important to efficient production as the production lines themselves.

Money invested in remodeling a factory or warehouse is certain to bring greater returns if *internal* handling of goods is keyed directly to *external* traffic. Only in this way can full advantage be taken of the services which Trucks and Trailers are capable of delivering.

In many typical straight-line production plants, parts and materials are carried over the highways by Trucks and Trailers and delivered directly to the conveyor lines "close in" to the manufacturing and assembly processes.

Today, with plant remodeling on the up-swing, loading docks are being inbuilt—tailor-made to fit—so that transportation can flow smoothly both *in* and *out* of the plant with the least possible handling of raw materials or finished products.

Here's where your Traffic Manager, your architects, your contractors, and your motor transport operator should be consulted. Motor transport can deliver its full measure of efficiency when these men are on your planning committee.



World's Largest Builders of Truck-Trailers

FRUEHAUF TRAILER CO., DETROIT 32

8 Factories — 62 Factory Service Branches

FRUEHAUF

"ENGINEERED"



TRAILERS

"TRANSPORTATION"

Take a letter from A to Z

WHEN you turn the telephone dial you are taking control of one of the world's largest and most ingenious machines.

It is a giant mechanical brain which remembers and passes along the letters and the numbers you select. It sets up traffic lights to hold the road open, and reports back if the telephone you want to reach is busy.

Dial has made great strides in

recent years, but greater things are in store.

Some day, Bell Telephone Laboratories will make it possible for you to dial across the United States as simply and promptly as you dial a neighbor now.

All of this is part and parcel of the over-all Bell Laboratories program — to help the Bell System keep on giving you the world's finest telephone service.



IT'S YOUR MOVE

SOLVE today's wage
and price problem with
an effective Cost Control
System.

WRITE FOR PARTICULARS



YOU'VE GOT TO SPEND MONEY TO MAKE MONEY!

GEORGE S. MAY COMPANY

The World's Finest Business Engineering

840 N. Michigan Avenue
Chicago 11

122 E. 42nd St.
New York 17

291 Geary Street
San Francisco 2

660 St. Catherine Street, West
Montreal, Quebec, Canada

OFFICES IN OTHER PRINCIPAL CITIES

Nation's Business



Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 34

SEPTEMBER, 1946

NO. 9

Trends of Nation's Business

The State of the Nation	Felix Morley	21
The U. S. and World Affairs	Eugene Lyons	
Washington Scenes	Edward T. Folliard	
The Month's Business Highlights	Paul Wooton	
Nine Tips for All Good Men . . .	Labert St. Clair	37
If "we get the government we deserve" let's deserve the best		
Washington's Needle Industry	Carlisle Bargeron	39
Dime novel ingredients roil the Potomac's quiet waters		
Youth Storms the College Portals	George D. Stoddard	41
When the GIs graduate, the college situation may be worse		
Going, Going, You're a Goner!	Jack B. Wallach	44
How the auctioneer cashes in on your yen for bargains		
Is Prohibition Coming Back?	Junius B. Wood	47
The drys did not give up when they were beaten		
They Wear No Man's Collar	Doris Fleeson	50
The female of the congressional species is a smart politician		
Trade Revolution—U. S. Style	Herbert Bratter	53
Pushing over trade barriers is no easy task		
Three Helpmates of Destiny	Herbert Corey	55
The three men who take our economic blood count		
Red Blight in Union Gardens	John Jay Daly	57
Communist weeds require careful watching		
Tallyho, America	Edwin Ware Hullinger	61
At a walk or a gallop, the horse comes back		

REGULAR FEATURES:

About Our Authors 7	N. B. Notebook 8	
Management's Washington Letter 17	Book Reviews 60	
Our Street 104	Aside Lines 107	Lighter Side of the Capital 108

Cover painting by Charles Dye

LAWRENCE F. HURLEY—Editor

PAUL McCREA—Managing Editor LESTER DOUGLAS—Director of Art and Printing
 Associate Editors—ART BROWN, A. H. SYPHER
 Assistant Editors—W. L. HAMMER, TOM W. DAVIS
 Contributing Editors—HERBERT COREY, JUNIUS B. WOOD
 CHARLES DUNN—Staff Artist RALPH PATTERSON—Assistant to Director of Art
 ORSON ANGELL—Advertising Director JOHN F. KELLEY—Business Manager
 Advertising Managers—Eastern, VICTOR WHITLOCK; Western, J. H. BUCKLEY
 Circulation Managers—Eastern, DAVID V. STAHL; Western, FLOYD C. ZEIGLER

GENERAL OFFICE—U. S. Chamber Building, Washington 6, D. C.

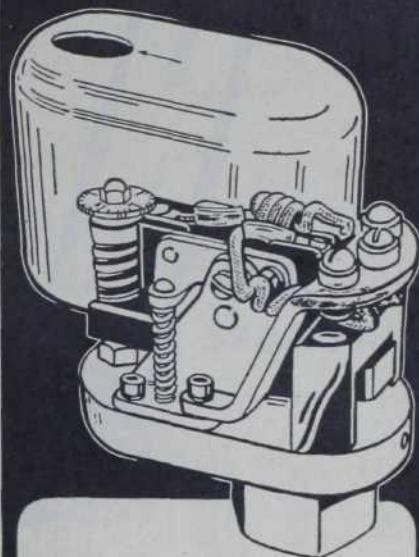
BRANCH OFFICES—New York 17: 420 Lexington Ave., M0hawk 4-3450; Chicago 3: 38 So. Dearborn St., CENtral 3046; San Francisco 4: 333 Pine St., D0uglas 6894; Cleveland 15: Hanna Bldg., CHerry 7850; Detroit 2: General Motors Bldg., TRinity 1-8089.

As the official magazine of the Chamber of Commerce of the United States this publication carries notices and articles in regard to the Chamber's activities; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Nation's Business is published on the 30th of each month by the Chamber of Commerce of the U. S. at 1615 H St., N. W., Washington 6, D. C. Subscription price \$12 for 3 years. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., additional entry at Greenwich, Conn., under the act of March 3, 1879. Printed in U. S. A.

For the First Time...
CONTROL
 of 50 to 5,000 lb.

PRESSES



with ONE
 adjustable switch!

The new X-Press Pressure Switch gives adjustable dial control of this entire medium to extra-high pressure range with an operating differential of less than 10%. Actuated by gas or liquid pressures, the electrical circuit can be used to operate, control protective devices, or set off alarm signals on heavy hydraulic presses and machines, pneumatic tools, high-pressure process equipment and pipelines, etc. The X-Press Switch is dustproof, splashproof, and only $3\frac{1}{2}'' \times 2'' \times 4''$ in size. It is a product of DIAPLEX, a division of Cook Electric Company devoted to making precision pressure switches and bellows devices.

Perhaps your plant or products can benefit from our experience in advanced designing for many industries. For further information on the X-Press and other pressure controllers sensitive to as low as 1 psi, absolute, we invite your letterhead request for our new Booklet Number 605.

DIAPLEX

division of
COOK ELECTRIC COMPANY

Chicago 14, Illinois

Sales and Engineering Offices in Principal Cities



YOU DRAW PARALLELEPIPEDS WITH EASE

Maybe you don't draw "prisms whose six faces are parallelograms". But, there are many parallels you *can* draw from this instrument, no matter *what* your business.

Here is a drafting machine — brand new — proudly named the "Boardmaster" by its maker, Universal Drafting Machine Company, Cleveland, Ohio. It has every feature a draftsman ever dreamed of—lightness, strength, balance, micrometric accuracy at ruler ends, finger-tip control . . . and good looks. It is made almost entirely of aluminum.

Here's how it came about.

Universal had been making fine drafting machines for years—had used some aluminum—liked it fine. Now, they wanted to produce a really "super" machine—use more aluminum. They came to Alcoa with preliminary drawings

of the "Boardmaster". Out of the engineering huddle came such recommendations as these from Alcoa engineers:

"These parts will be best made as aluminum die castings. That one, an extrusion. This, machined from rod. Protect those compression springs with aluminum tubing. Use these alloys, these finishes . . ." and so on.

The result—a better drafting machine, produced at lower cost—in aluminum. The producer said, "We can't say too much about the fine co-operation Alcoa gave us."

Do you see a parallel here to problems you face with things you make? Maybe Alcoa Aluminum experience can be helpful to you.

Sales offices in 53 leading cities. ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh 19, Pennsylvania.

ALCOA

FIRST IN ALUMINUM



About Our Authors

Laert St. Clair: who has prepared the list of suggestions showing how business men can better cooperate with congressional and other officeholders (page 37), wrote about the national political scene for the Associated Press for many years. Later he helped plan and conduct presidential and other political campaigns. Now he is a Washington counsel to groups and individuals "on matters governmental, including some politics."

George D. Stoddard: former commissioner of education for New York State and newly elected president of the University of Illinois, is one of our leading educators. He has been a member of several important educational missions. In November of last year he was a delegate to the London conference of the United Nations Educational, Scientific and Cultural Organization.

In April, 1946, at the request of General MacArthur, Dr. Stoddard led a group of American educators to Japan to study the democratization of that country's school system. It was to Dr. Stoddard that the Emperor addressed his request for an American tutor for the Crown Prince Akihito.

Dr. Stoddard is a member of the American Society for the Advancement of Science, the Society for Child Development, the American Psychological Association and the National Educational Association.

Doris Fleeson: author of the article on congresswomen (page 50), says that it was "a pleasure to find that Martin and Rayburn agreed with me about the congresswomen."

Miss Fleeson's first newspaper job was with the Pittsburg (Kansas) *Sun*.

She went to New York and joined the New York *Daily News* in time to cover prohibition, the Al Smith campaign and the Seabury investigations. In 1943 she went to war for the *Ladies' Home Journal*, later returned to Washington as a columnist for the Bell Syndicate.

Now she is off to Europe for a look at postwar problems and the UNRRA conference.

The Cover: depicts a multibillion dollar business.

In 1942 schools and colleges carried more than 1,000,000 teachers on their pay rolls, maintained plants and equipment valued at more than \$13,000,000,000, took in approximately \$3,500,000,000, spent some \$3,250,000,000.

End product of this investment, the graduates, are the workers, managers and consumers of tomorrow.

On our cover this month, Charles Dye depicts one operation of the educational plant—vocational training.

graphic 32-page brochure may provide the answer to

YOUR NEW

PLANT LOCATION

ON THE STRATEGIC EASTERN SEABOARD

NEW JERSEY IS THE CROSSROADS TO America's Commerce—hub of the Eastern Seaboard—tidewater gateway to domestic and foreign shipping. Its 17,000 miles of improved highways are tailor-made for economical short-haul trucking. Flanked by New York City and Philadelphia, America's first and third richest markets, New Jersey has the world's best markets at its doors. 68,000,000 people with above-average income reside in the nineteen states within a 500-mile radius.

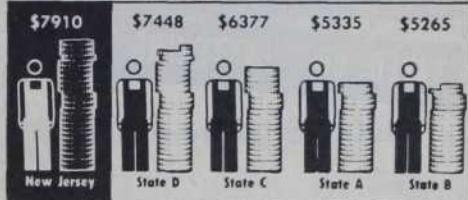
EVEN BEFORE THE WAR, NEW JERSEY'S 8000 highly diversified plants had an annual production of over 3½ billion dollars. This represents a reservoir of skilled labor, experienced in every process of production, adaptable to new processes and new industries.

INDUSTRY THRIVES IN NEW JERSEY because of inherent advantages in geographical location, labor supply, markets and transportation—plus a favorable "climate" afforded by industrially-minded communities. NO individual or corporation state income tax • NO state sales tax.

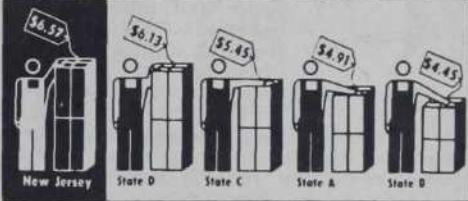
IF YOUR PLANS CALL FOR A BRANCH or plant on the Atlantic Seaboard, get the facts on New Jersey before you decide!

WRITE FOR YOUR FREE COPY

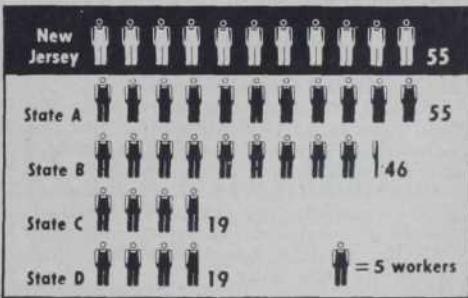
"New Jersey—Mighty Atom of Industry" is factual. It will help you evaluate the advantages of a New Jersey location, based on graphic comparisons with New York, Pennsylvania, Massachusetts and Connecticut—the "Industrial Big Five" of the Atlantic Seaboard.



IN Value Of Manufactured Products Per Wage Worker, New Jersey tops the entire Atlantic coast from Maine to Florida.



GREATEST Yield Per Wage Dollar. For every dollar of wages, New Jersey's industrial workers produced \$6.57 in value...a record that tops every state east of the Mississippi River.



WORKERS Per Square Mile. New Jersey's industries have developed a vast pool of man-power trained in 323 diverse types of industry.

NEW JERSEY

MIGHTY ATOM OF INDUSTRY



New Jersey Council, Department of Economic Development, K9, State House, Trenton, N. J.

Above charts, from brochure: "New Jersey—Mighty Atom of Industry," provide graphic comparisons embracing the "Industrial Big Five" of the Eastern Seaboard. Data compiled from U. S. Census of Manufactures, 1939—latest official figures issued by Department of Commerce.

ANOTHER
BOSTITCH
EXAMPLE



SAVED: 80% FASTENING TIME

Giving a Lift to a Heel



ONE
OF
800

A heel manufacturer attaches felt lifts to the heels of "wedges" more than *six times faster* and much more securely by using Bostitch staples instead of cement.

Other examples of worth-while savings come from such Bostitch users as: the furniture maker who fastens fabric seats to dining room chairs at 40% lower cost; the builder who staples building paper under roofing at 60% lower cost; the pottery maker who seals shipping cartons in half the former time.

Your fastening problem may involve a different combination of metal, plastics, cloth, wood, paper or leather; but investigation may prove that one of the 800 Bostitch machines can save you time and money by fastening your product better and faster with wire.

Skilled research engineers and 250 field men in 91 key cities offer you the benefits of 50 years' Bostitch experience in solving fastening problems.

New Broadsides 188 shows representative models of the 800 Bostitch stitchers, staplers, tackers, hammers—the world's most complete line. Write for your copy.

Address Bostitch (Boston Wire Stitcher Company)
362 Mechanic St.
Westerly, R. I.

BOSTITCH

AND FASTER
fastens it better, with wire.

ALL TYPES OF STAPLES APPLIED BY MACHINES
ALL TYPES OF MACHINES FOR APPLYING STAPLES

NB Notebook

Act three

TO THE citizenry at large, Labor Day signifies the big wind-up of the happiest vacation season in years. To union leaders it is a day for recounting the year's victories and for predicting more triumphs to come. To management men it may be occasion for some to lick their wounds and dig in for another Donnybrook, but for many others, a time of forthright appraisal of their own as well as the other fellow's shortcomings.

One of the most experienced leaders in the labor movement has named the three acts of the labor-management drama as war, truce and cooperation. If this holiday sees the curtain rise on Act Three it will deserve a real celebration.

Medicine men

REMEMBER the old-time snake-bite cure dispenser? The pamphleteer of an advertising agency does—and lectures the television interests on the phobia they have developed about commercials. The medicine fakirs who roamed the country before the turn of the century were master salesmen and master advertisers, according to the writer, and forerunners of the so-called art of advertising by entertaining.

"With their calliopes, their minstrel shows, their magicians, they really pioneered the art of selling via entertainment," writes a Grey agency man. "They dished out their entertainment lavishly and their commercials boldly. They weren't ashamed of their commercials. They didn't try to disguise them. The audience knew pretty well when the commercial was coming. It wasn't annoyed. It listened to the commercial—and it bought."

Of course those were the days when entertainment was sparse and not to be tuned in at will by the

twist of a dial. A surfeit of entertainment may account for the public's idea that commercials are much too frequent, much too wordy and oftentimes not a little annoying. At least that's the notion around our house.

No war baby

EMPLOYEE suggestion systems which jumped into wide industrial use in the war are no peacetime casualties. The Pullman Company, for instance, had received an average of 700 new ideas weekly during the first 17 weeks of 1946 as compared with an average of 590 weekly for 1945.

Ezra S. Taylor of Pullman, who has served twice as president of the National Association of Suggestion Systems, says that the new machine tools and the new products of peacetime inspire employee thinking. Returned veterans and war workers are also producing ideas gained from their experiences. Mr. Taylor views suggestion systems as potentially one of the most important movements in the nation's entire industrial setup.

"They have already demonstrated definite results in utilizing the native genius of American workmen," he declares, "in perfecting and increasing production, and in improving the understanding between these workmen and the men who direct them."

Retail "break-even"

THE TERM "break-even" point was formerly applied only to manufacturing to represent the level of operations at which the plant earned no profit but at the same time sustained no loss. It is now coming into usage in the retail business and recently J. J. Thrus, vice president and controller of Macy's, New York, suggested that some day perhaps department stores will be designed in such a

manner as to make possible much greater flexibility in physical plant.

With the possible exception of public utilities, Mr. Thrusht explained, the "break-even" point in retailing in normal times is at a higher percentage of actual sales than in any other industry and by no means because it is least efficient. The nature of the business requires big plants and huge stocks of goods awaiting the pleasure of customers. Retailers therefore cannot shut down one-half or three-quarters of their plant during slack periods.

The war made necessary certain adjustments, however, and those forced experiments may lead to the increased flexibility which Mr. Thrusht mentioned as possible.

Consumer credit

CONSUMER credit advocates were presented with a powerful argument in support of their cause when the Bureau of Agricultural Economics issued its report on wartime savings.

They have insisted that savings alone would not finance 60,000,000 jobs and \$170,000,000,000 in national income. The brakes would have to be released on consumer credit, they argued, to generate mass buying power for the mass production projected on so greatly an expanded scale.

The study on savings disclosed, in effect, that 70 per cent of the population owned merely 13 per cent of the liquid assets. The bottom 40 per cent averaged only \$40 per family earnings "pool" which of course would not buy much in the way of the extras that industry is geared to make. Prewar these extras were handled by instalment selling which represented 12 per cent of all retail sales in 1941. Credit restrictions during the war brought this percentage down to three per cent.

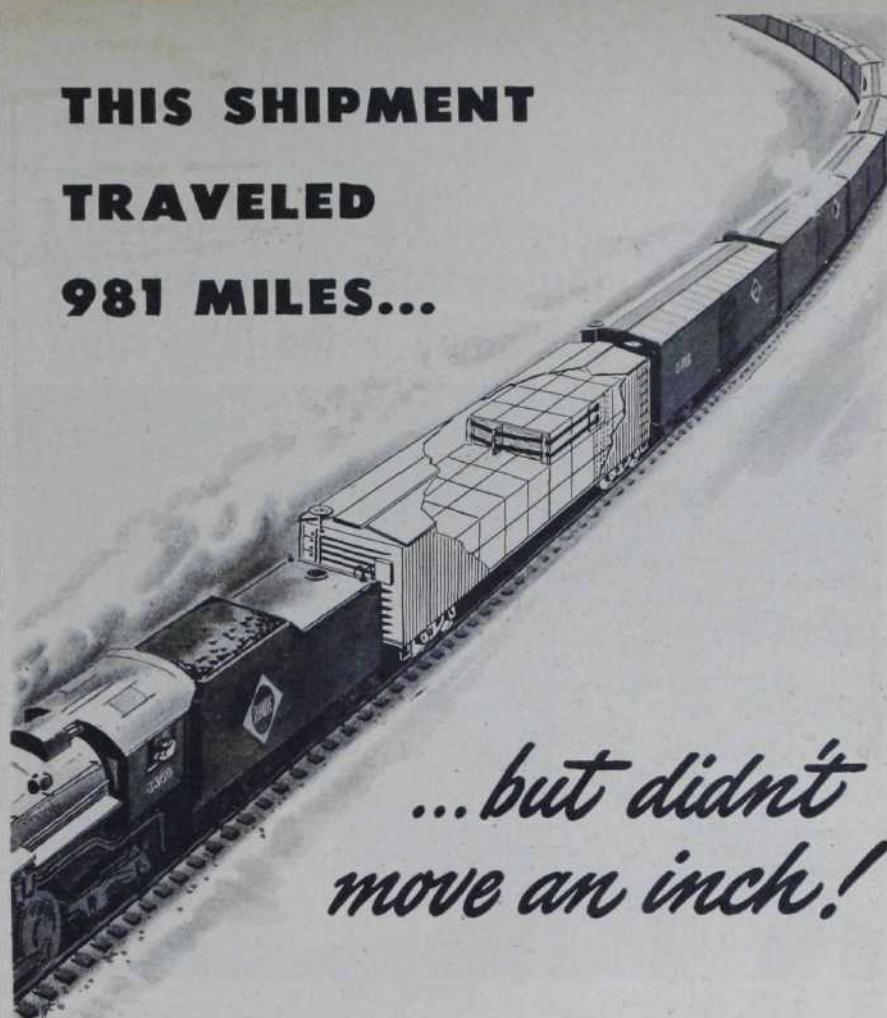
In 1941 retail sales on the instalment plan totalled \$6,800,000,000 of the total of \$55,500,000,000 for that year. In 1945, retail sales aggregated \$74,600,000,000 with only \$2,300,000,000 paid off in instalments. At the 1941 rate, the instalment business would have run to nearly \$9,000,000,000.

Credit interests have done a lot of mending of fences over the war years and are intent upon starting off right when Regulation W, the credit control device, is eased. Down payments and term of payment will be tighter, they say, and in the best interests of the consuming public although it remains to be seen what the entrance of so

THIS SHIPMENT

TRAVELED

981 MILES...



*...but didn't
move an inch!*

WORKING CLOSELY with shippers, Erie loading specialists develop methods of loading and packaging commodities to make them stay firmly, safely, in position in fast-moving freight trains.

These Erie men analyze your packaging, blocking, bracing, and loading operations . . . make helpful suggestions which better protect

your products and often save you time and money.

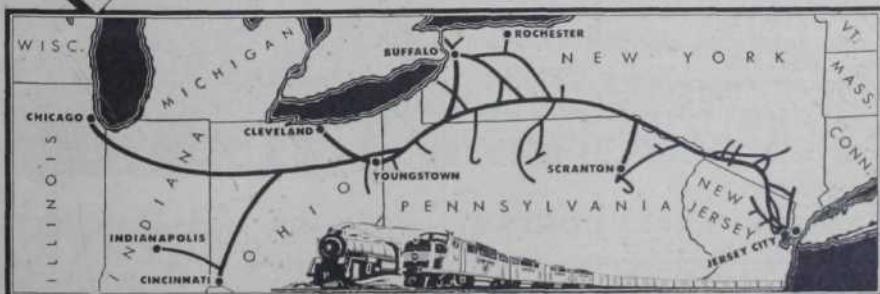
Result: a load which can't shift, shake, or crush—which travels safely and undamaged to its destination.

Loading and packaging counsel is another progressive Erie service to bring even greater benefits to Erie shippers. This service is available to you through any Erie Representative.



Erie Railroad

SERVING THE HEART OF INDUSTRIAL AMERICA





KING COTTON SAYS:
"He should insist
on cotton fiber quality
...economy in the long run."



With record cards or sheets of cotton fiber quality you won't be faced with having a complete set of records rewritten because cheaper ones don't stand up. It certainly doesn't pay to "save" a few dollars on the cost of cards or paper, and later pay for the many days required to retype them all.

Records on Parsons ledgers and index bristols stay legible, the paper or card is firm, strong and permanent. The card stock is solid, not pasted together, so it can't split. Manual or chemical erasing doesn't roughen the surface of Parsons ledgers and bristols, and the color stays the same. Ink from pen or machine doesn't run, spreading along the fibers.

Parsons ledger papers and index bristols are made in matched sets

and colors for easy handling and reference. They are available in a wide range of weights, colors and qualities to fit your needs. Most people widely experienced in the use of record papers and cards have long used cotton fiber stock, for they know that the additional cost of a fraction of a cent per sheet or per card means great economy in the long run.

So for record papers or cards that will do a better job because they're better made, remember, *it pays to pick Parsons.*

It Pays to Pick
PARSONS
PAPERS
Made With New Cotton Fibers

PARSONS PAPER COMPANY - HOLYOKE, MASSACHUSETTS

many newcomers into the credit field will mean once competition gets under way.

Future farmers

A BIT of testimony before the House Labor Committee recently led to the thought that you can have an expensive school house, splendid textbooks and expert teachers and still not educate pupils if you lose them.

The testimony was given by George J. Hecht, publisher of *Parents' Magazine*, on the Maternal and Child Welfare Act. He said:

"The U. S. Department of Agriculture expenditures on the breeding and health of cattle and other farm animals far exceed the meager federal appropriations on behalf of infants and children. And the federal Government spends three times as much in educating farmers on the care of livestock as it does on the education of parents in the rearing of their children."

Profit sharing

OVER the past hundred years, some 1,200 profit-sharing plans are believed to have been tried in the industrial nations and the failures have exceeded the successes. The revival of interest in such plans may alter this ratio in the future, but the National Industrial Conference Board in a recent study of 161 programs found that 60 per cent had been abandoned. Some 36 per cent were dropped because there were no profits to share finally, and more than 25 per cent were discontinued because of the dissatisfaction either of the employer or employees.

Since half of all the concerns reporting to the Bureau of Internal Revenue in the period 1936 to 1939 showed no taxable income, it is not surprising that lack of profit is the major reason for failure and greatly limits the field of application of the profit-sharing idea.

The Conference Board study disclosed, however, that the plans were more effective in improving efficiency and reducing waste in smaller establishments.

"In such plants," the survey points out, "individual initiative and skill are given greater scope than in the larger mass-production enterprises where the speed of the machine largely determines the output."

While they probably would not meet the current demands of labor, some of the most successful plans provide for accumulation of money in a fund which is not available to

the employee until retirement or in the event of an emergency.

Thanks for answers

IT REQUIRES no market research to turn up the fact that a lot of people are bothered with a lot of questions these days as consumer surveys and polls of one kind and another keep multiplying. In consumer research quarters there is some wondering about whether citizens will continue to provide the answers.

To cope with the mounting emergency, one research service now has its interviewers distribute a card titled, "Thanks for the Interview," to those who supply the needed information. The card tells why the interview was sought—so that the products of industry may be better suited to the needs and desires of the consuming public.

Other research agencies have been asked to join in saying "Thank You," and thus keep the wells of information from drying up.

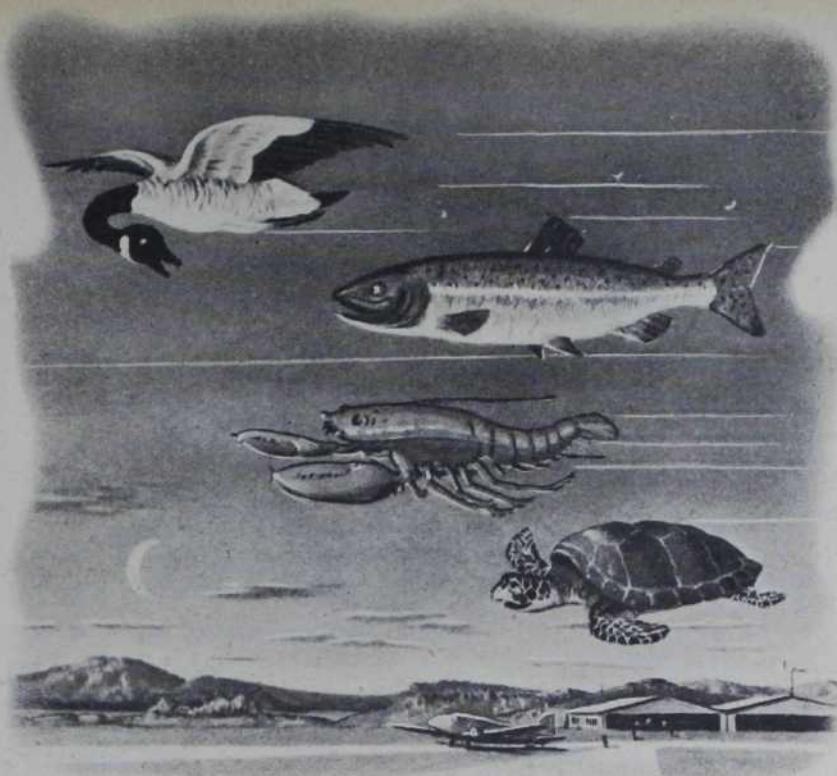
Index numbers back

DURING THE WAR, business indexes had rough going and several important ones were discontinued when the shift from civilian industry to munitions output threw them completely out of kilter. Even the Federal Reserve has felt called upon to do some explaining of its emergency methods in charting industrial production.

Business interest in the graphic measurement of business progress is now reviving. The questions asked are still the old ones, having to do with what is meant by seasonal adjustment, long term trend, estimated normal.

Seasonal adjustment is just the statistical method of removing the ups and downs of business due to the normally active and quiet periods of business. Correction for long term trend is the adjustment for the normal growth of the business.

In short, when these adjustments are made, the index figure or the point on the chart tells whether business is actually up or down compared with other points. The fluctuations caused by normal growth and seasonal influences have been eliminated. If the index is based exclusively on physical volume, then it is a true measure of where we stand businesswise. When dollars are mixed with physical units, it cannot be quite so accurate because of the price influence.



THINK LOBSTERS CAN'T FLY?

They can, and will. So will fish and tortoises, orchids and fresh fruit, avocados and live chicks.

We'll prove it to you...with the Flight Test Power Prover!

An exclusive Cities Service development, the Flight Test Power Prover scientifically analyzes fuel combustion in flight...helps aircraft operators cut fuel weight, make room for more payload.

A mere 5% fuel saving in a single plane could mean half a ton more cargo across the country every day, opens the door to wider use of air express at lower cost per ton mile.

To air-minded business men,

Cities Service offers these time-tested advantages:

- Seven great refineries, headed by the giant, ultra-modern Cities Service plant at Lake Charles, La., producing the finest aviation fuels.
- Proved, exclusive instruments like the Flight Test Power Prover to help boost engine efficiency.
- A complete line of quality aviation petroleum specialties.
- A quarter-century specialization in applied research, backed by modern laboratories.

Through this comprehensive four-point program, Cities Service's vast facilities are at your disposal to help make the sky a safer, more efficient level for commerce.



**CITIES
SERVICE** service is our middle
OILS name

Sixty Wall Tower, New York

• Arkansas Fuel Oil Co., Shreveport, La.

What is the lightest part of the load?

RISING OPERATING COSTS!

RAILROAD INCOME AND OUTGO

(First six months, 1946)

For each dollar of revenue received,
the railroads paid out more than a
dollar, distributed as follows:

For wages	53.1 cents
For materials and fuel .	25.1 cents
For other operating costs	10.0 cents
For taxes	7.5 cents
For interest, rentals and other fixed charges for use of capital	5.0 cents
Total	100.7 cents

AS IN PRACTICALLY every other line of business, the cost of running a railroad has been steadily rising during recent years.

Wages, by far the largest single item in railroad costs, now average 53% more than they were just before the war. Prices of materials, supplies and fuel — the second largest item — are up 47%.

But while operating costs have been rising, the cost of the capital it takes to build and improve

railroads has been going down. Railroad managements have been alert to opportunities to retire indebtedness, or refund it at lower interest rates. As a result, fixed charges on the capital invested are less today than they were in 1912—although investment in railroad plant has almost doubled since then.

The big part of the cost of running a railroad is the operating cost. The cost of the capital is the lightest part of the load.

ASSOCIATION OF **AMERICAN RAILROADS** WASHINGTON 6, D. C.



IN PARTNERSHIP WITH ALL AMERICA



• Starting some years ago with National Accounting Machines in one of its divisions for posting customers' accounts and ledgers, the Shell Oil Company has gradually extended their use through its marketing divisions.

Nationals *speed up* posting operations. Their many time-conserving automatic features—such as automatic tabulation and automatic clearance of balances—give them an advantage in speed.

Users find it *so simple* to train personnel to operate Nationals, thanks to their many standard features, such as standard adding machine keyboard, standard typewriter keyboard, and complete visibility of postings on forms.

Nationals have *all-around utility*. They can be changed from one post-

ing operation to another by just changing form bars—and this takes but a matter of seconds.

As for Shell Oil, so for other manufacturers and for businesses of every kind—National Accounting Machines work important savings and promote efficiency.

Whether your business is large or small, there is a chance that National may be able to suggest new and better methods that will reduce accounting costs and increase profits. Your National representative will be glad to give you the benefit of his wide experience in solving business problems. Give him a call or write The National Cash Register Company, Dayton 9, Ohio. Offices in principal cities.

Making Business easier for the American Businessman.



Two types of National Accounting Machines used by the Shell Oil Company, Inc.



National

CASH REGISTERS • ADDING MACHINES
ACCOUNTING-BOOKKEEPING MACHINES

COSTS LESS DOES MORE

TO BUY • TO
RUN • TO KEEP
PER GALLON • PER
TRIP • PER DAY



EVERY CHEVROLET TRUCK OFFERS THE ADVANTAGES OF OUTSTANDING ECONOMY AND EFFICIENCY—THANKS TO ITS FAMED 6-CYLINDER VALVE-IN-HEAD ENGINE

In every Chevrolet truck the valve-in-head principle assures maximum engine efficiency, because a valve-in-head engine just naturally gets extra work out of the fuel. So, maximum engine efficiency really means maximum economy.

To understand *why* the Chevrolet engine is extra-efficient, see the adjoining text. Or, you may just decide that valve-in-head engines *must* develop the most power . . . why else would they be used in cars, planes and boats that are built expressly to set new performance records?

CHEVROLET MOTOR DIVISION, General Motors Corporation
DETROIT 2, MICHIGAN

Less Head Area—Loss of heat means loss of power—and the Chevrolet valve-in-head design reduces loss, saves power.

Overhead Valve Ports—Both the inlet and the exhaust valves are advantageously located, above spark plug and piston.

Faster Intake—Fuel mixture flows directly from the manifold into the cylinder, unin impeded by crooked passages.

Quicker Exhaust—Exhaust gases escape straight upward through the exhaust port. The advantage is like that of a straight flue over a crooked flue.

Special Valve Lubricating—Lubricating oil flows to the valve mechanism by way of a copper tube that passes through the cooling water in the block. After a cold start, the oil supply warms up quickly; then, as the engine heats up, the water keeps the oil from reaching excessive temperatures. A metering device regulates the quantity of oil delivered.

SEE YOUR CHEVROLET DEALER . . . HE CAN SUPPLY CHEVROLET TRUCKS, STANDARD OR WITH SPECIAL EQUIPMENT, FOR ANY JOB.

CHEVROLET TRUCKS



PICK-UPS



PANELS



STAKES



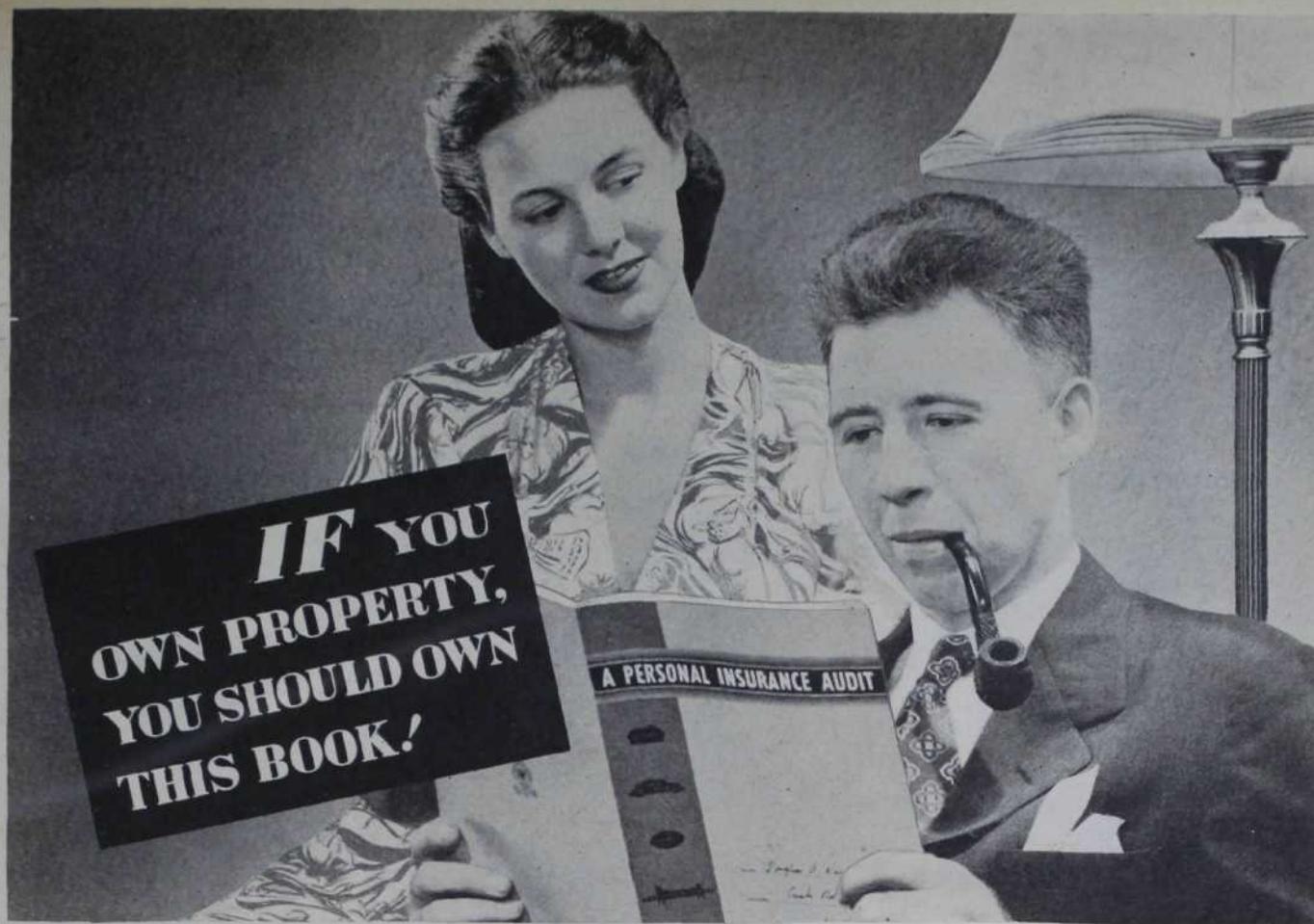
CAB-OVER-ENGINE



TRACTOR-TRUCKS AND CHASSIS FOR SPECIAL EQUIPMENT



99 MODELS • 9 WHEELBASES • THE RIGHT TRUCKS FOR ALL TRADES



... send for your **FREE** Copy today!

If you own property of any sort . . . a home, an automobile, personal effects . . . you need this U. S. F. & G. Personal Insurance Audit Book! Clear, simply-worded and with each hazard illustrated, this book enables you to make your own complete insurance audit. It provides a permanent record of property values, amount of present insurance, premium rates, expiration dates, etc., thus giving you your fire and casualty insurance picture at a glance.

A Book for Business, Too

Where the Personal Audit records your personal insurance needs and coverages, the U. S. F. & G.

Graphic Audit provides a similar record of your business insurance. You'll be able to tell at a glance whether the fire insurance carried on your place of business covers the personal property of employees . . . whether burglary insurance also covers damage caused by burglars . . . whether fidelity bonds cover all employees, and so on. The Graphic Audit is a "must" for any business!

Mail Coupon Today

To get your copy of the Personal Insurance Audit, to have a Graphic Audit made or for both . . . fill out and mail the attached coupon. There's no obligation, of course, so mail the coupon today.

"Consult your Insurance Agent or Broker

as you would your Doctor or Lawyer"



Fill Out and Mail This Coupon

UNITED STATES FIDELITY & GUARANTY CO.
143 E. REDWOOD STREET
BALTIMORE 3, Md.

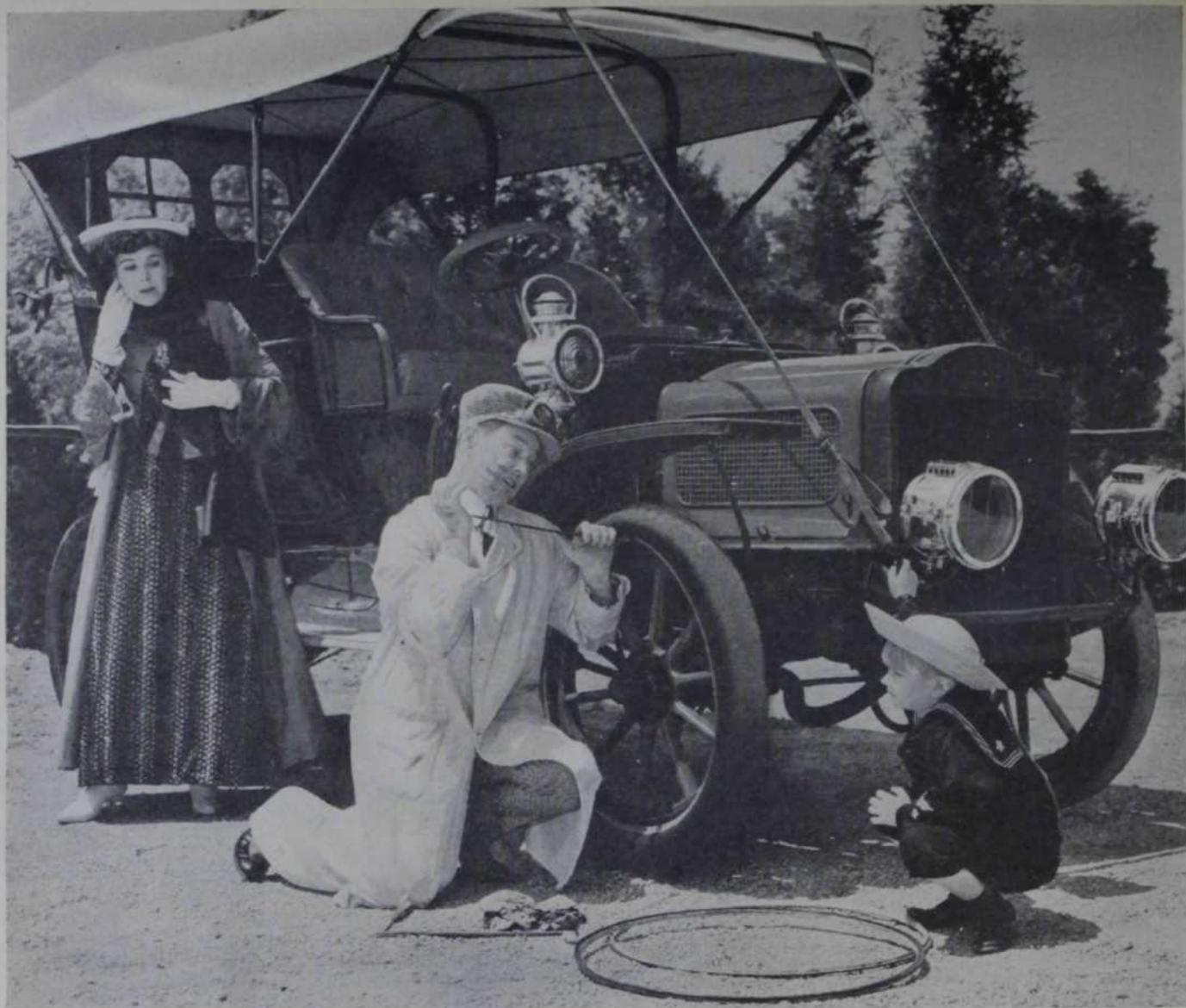
I would like a complimentary copy of your
 Personal Insurance Audit Book
 Graphic Insurance Audit Book

Name

Address

City State

U. S. F. & G.
UNITED STATES FIDELITY & GUARANTY CO.
affiliate:
FIDELITY & GUARANTY FIRE CORPORATION
HOME OFFICES: BALTIMORE 3, MD.



€*! x!!!!... and somebody got an idea

ANOTHER REASON FOR GOOD^YEAR LEADERSHIP

It used to take a crowbar, skinned knuckles and choice language to change the old clincher-type tire. Then a Goodyear man got an idea. Working as a team, other Goodyear people turned the idea into a new kind of easily demountable tire—the straight-side tire—a historic Goodyear "first."

Since then, some 40 years ago, Goodyear people have continued to work together . . . to produce the most famous "firsts" in tire history—the multiple-ply cord tire, the pneumatic cord truck tire, the All-Weather Tread, the LifeGuard

Safety Tube and numerous others.

Research experts, engineers, factory and office workers—at Goodyear everybody is on the same team. Each is imbued with the Goodyear spirit . . . to make Goodyear products better today than they were yesterday, better tomorrow than they are today.

It takes money, materials, machinery and manpower to build the world's biggest tire company. But the greatest of these is manpower . . . for the quality of *all* Goodyear products is made possible by the teamwork of *all* Goodyear people.

A pioneer in rubber and the world's leading builder of tires, Goodyear is also an experienced worker in metals, fabrics, chemicals, plastics and many other vital fields . . . each day acquiring new skills to serve you better.



THE GREATEST NAME IN RUBBER

MANAGEMENT'S *Washington* LETTER

last minute roundup by a staff of Washington
observers of government and business

► YOUR PLANS for final quarter of '46 may begin with the assumption that it will be easier to do business all along the line, with more goods available, earlier deliveries on needed commodities, fewer strikes and labor interruptions, better prices as OPA catches up in its program of bringing ceilings into line with current production costs.

But the air will be rent with many political distractions as the Congressional campaign warms up.

National labor policies since 1935 are n for a thorough political raking; waste and extravagance in war spending will prove an "astonisher" in the hands of the political wheelhorses; inflation alk will startle you, but should not dim your vision or hopes for '46-47, as factory goods really get rolling.

Continue to regard OPA as the Office of Price Adjustment rather than an agency of fixed and rigid ceilings. The old-the-line policy was buried deep in bowles Bulge last spring.

► MANUFACTURERS' INVENTORIES have been built up steadily in past three months and now approach a satisfactory working level in many lines—generally 10 percent above a year ago.

Better factory inventories in consumer hard goods mean the buyer has some choice of style, type, design. For both soft and hard goods, combined factory inventories are now highest since mid-1942. Take-it-or-leave-it shipping policy is in a deep fade-out.

► JOHN R. STEELMAN, new director of the Consolidated Office of Reconversion and Office of Economic Stabilization, is resident Truman's No. 1 trouble-shooter. His task is to keep wage policies in line with government fiscal programs as bulwark against inflation; to keep costs and prices in line with today's "stabilized" wage levels.

His reorganized staff and program make OWMR the central clearinghouse

for national economic policies on production, price controls, employment, social security, surplus property, and foreign economic policy.

All this centralization of policy-making functions under Steelman marks a further fade-out for Secretary Henry A. Wallace, who reorganized Commerce Department to make himself the chief economic adviser to the White House. Now the Wallace group submit their projects to Steelman for appraisal.

► CAREFUL SPENDING is the keynote of today's consumer habits.

Federal Reserve Board finds consumer credit expanding modestly, but far from a rate which might suggest rampant, reckless buying.

Retail sales are holding a moderately steady volume rather than run-away buying.

Both of these factors point away from through-the-roof inflation, and probably herald an early return to a buyers' market in many lines.

Federal budget policies also point in the same direction.

► SEVENTY-FIVE SEATS in Congress are listed as borderline by political strategists viewing November elections.

Of these, 30 are held now by Republicans, 45 by Democrats. If control of the House is to change, the G. O. P. must maintain its present 30 of the "questionables," and gain 26 more.

Washington insiders say that possibility is a toss-up.

► DON'T UNDERESTIMATE any aviation aspects of your business—or delay action too far into the future.

U. S. now has more than 340,000 licensed pilots, and more in training than in any prewar year.

Civilian airplane registration totals 44,000, with orders now on manufacturers' books that will more than double that figure.

► STRIKES COST U. S. 85,000,000 man-days of direct lost time in first half of '46, or more than nine times the semi-annual average for the prewar years 1935-39, and 15 times the first-half average of war years 1944-45.

General Motors at one point was crippled by 55 different strikes in supplier plants, 49 of which were by CIO affiliates.

Through July, GM had produced 207,500 passenger cars this year, against 1,334,291 in same weeks of 1941.

Using Senate Committee's figure of \$51 a man-day for total economic loss

in strikes, our direct loss for the first half of this year was \$4,335,000,000.

► NEW POLICY of U. S. Conciliation Service, effective Sept. 1, requires both management and labor to agree on appointments to arbitration panels adjudicating major labor disputes. This is in line with unanimous recommendations of President Truman's Labor-Management Conference.

In minor grievance proceedings, such as contract interpretation, the Conciliation Service will appoint the arbitrators directly.

► SURPLUS GRAIN STOCKS are in sight for U. S. after October—for the first time in three years.

American Feed Manufacturers Association predicts that bumper crops of wheat, corn, oats and sorghum grains this year will give us ample cereal foods, livestock feed and adequate volume for export commitments.

Estimated corn carryover in October '47 is placed at 600,000,000 bushels, one of the largest on record.

Easier feed supplies forecast more meat, milk, eggs and poultry over the coming six months. Emergency order requiring 80 per cent flour extraction for domestic market will be repealed soon, grain trade hears.

► SALARY STABILIZATION was inoperative between OPA expiration June 30 and effective date of the revised statute July 25. Salary increases made in that interim will not be questioned.

But all increases after July 25 are subject to Government approval—if they are to figure later in applications for price adjustments.

► STRATEGIC STOCK FILES will be accumulated on the Buy American policy. Effective national reserves of critical and strategic materials must be procured, under new permanent Stock Piling Act "from materials originating in the U. S.," save when cost of home products appears unreasonable compared with world markets.

President Truman signed Stock Pile law reluctantly because Buy American policy is in conflict with Wallace-Byrnes program to whack down international trade barriers, as defined in British loan agreement.

Business significance: Congress is much further from the one-world mood than the Executive Branch—a situation which may have great influence on U. S. tariff policy and export subsidies.

► BUSINESS PROFITS in war years were lower than during best peace years, Treasury reports. All manufacturing corporations in U. S. showed average earnings of 12.2 per cent on net worth, after taxes, for 1928-29, but 10.55 per cent for years 1941-44 inclusive. Combined earnings for this group were better percentage-wise in both '36 and '37 than in '43 or '44.

► NATIONAL ADVERTISERS spend millions building trade names, measure results in sales figures.

Rarely have they had such clear-cut evidence of the value of their advertising investment than that offered by returning selective purchasing.

Goods bearing known trade names remain short because of quick turn-over, while many unknown makers see their markets dwindle, cut prices to move inventories, or seek to sell out to better established competitors.

► SUGAR CONTROLS are now fixed until October, 1947, under a new exclusive purchase contract with Cuba for entire 1946 and 1947 crops.

Base price is \$3.67 per cwt. raw value; but new sliding scale gives Cuba a higher price every time our cost-of-living index advances two per cent over October, 1945, level.

Another hike in U. S. refined prices is in early prospect, trade hears.

► TOBACCO SURPLUS is in sight for '47, says Agriculture.

World production through next June is estimated at 6,650,000,000 pounds, about 25 per cent above 1940-44 average.

U. S. crop for '46 is placed at 2,126,000,000 pounds, six per cent better than last year and 42 per cent above the 1940-45 average.

► U. S. WINE industry is preparing a real effort at world markets. Many European vineyards, overrun by war, will not offer their best products for three or four years—longer in some instances.

American wine makers see a golden opportunity to establish superior vintage trade at home. Our grapes are equal to world's best, but we never have dug deeply into the traditional secrets of European wine production.

A \$5,000,000 promotion campaign is part of the projected expansion and development program.

► INDUSTRIAL TRAINING FILMS released by the Navy cover 500 reels on about 200 subjects such as machine shop practice, welding, electricity, radio, safety and

first aid, hydraulics, diesel engines, plastics, and office practices.

Films are available free through Office of Education, Federal Security Agency, Washington 25, D.C.

► MINERS' WELFARE FUND, as outlined in the Krug-Lewis strike settlement of May 29, is fixed at five cents per ton of coal sold, payable by operators. This does not include the medical and hospital fund, also provided for in strike settlement.

Navy paymaster is temporary custodian of operators' contributions, pending selection of trustees to administer the funds.

► COMMERCE DEPARTMENT estimates our total tourist expenditures this year will total more than \$6,000,000,000.

About 85 per cent of all union workers now are under paid-vacation clauses, against 25 per cent in 1940; and 97 per cent of all white collar folk get paid vacations. In all, about 30,000,000 wage and salary workers rate them, plus several million more in the management, professional and proprietor groups.

Foreign travel gets only ten per cent of the total; 80 per cent goes for summer trips, and 20 for winter sunnings. Most vacations are within 500 miles of home, and about 90 per cent are on waterfronts for swimming, boating, fishing.

Another \$140,000,000 a year goes for maintenance and operation of some 2,000,000 small pleasure boats.

► METAL RECOVERY from surplus war equipment is a key industry in reconversion.

Scraping of 280 ships will produce almost 1,000,000 tons of iron in next 90 days, with another 1,000 ships scheduled for reduction.

Bids on 21,000 surplus aircraft also are in hand at War Assets Administration. These will yield copper, aluminum, steel alloys, zinc and brass to tide many an industrial plant over the next six months.

Junked aircraft costing \$4,000,000,000 will go to the scrap man for \$7,000,000.

► STATE DEPARTMENT is ready to receive claims covering war losses to U. S. nationals in Italy, Bulgaria, Hungary and Rumania.

Estimates of your loss and damage in these countries may be submitted in letter form to the Legal Adviser, Department of State, Washington 25, D.C.

Claims will not cover nationalization programs of postwar governments, but only direct war losses before V-E Day.

► RENEGOTIATION of war contracts has been completed by War Department for all contracts through fiscal year ending June 30, 1944. Years '45 and '46 will be largely cleared by November.

Out of first 60,175 contracts investigated by Army, 41,482 were cleared as showing "no excessive profits."

► INVENTORY CONTROLS in metal industries, the war's most burdensome paperwork requirement in many plants, expired with abandonment of CPA-732, ending monthly production, inventory, employment reports inaugurated early in '42 for some 25,000 metal fabricators.

From this point forward, inventories will be controlled only through metal allocations for specified production schedules. Items not on the allocation lists are no longer under direct Washington control.

► SHOE PRODUCTION is reduced sharply by sudden disappearance of hides. Hide ceilings are far out of line with cattle production costs under revised feed prices. Instead of adjusting leather prices, Reconversion Director Steelman threatens to confiscate excessive inventories, promises drastic antitrust actions against tanners.

But much OPA experience in other lines teaches that clubbing won't call out big production at low ceilings.

► WASHINGTON BUSINESS BRIEFS: War Assets Administration launches 400 investigations monthly to ferret out alleged irregularities, favoritism or criminal misconduct in surplus disposal....CPA estimates world tin production will not reach prewar level before 1949; Far Eastern mines will produce about half normal in '47....State Department now broadcasts U. S. culture daily in English, French, Dutch, Siamese, Chinese and Korean to former Jap territory in China and Burma....New National Petroleum Council will hold its second organization meeting in Washington September 26; Walter S. Hallanan of West Virginia is temporary chairman....OPA announces all price controls have been removed from apricot kernels, animal glands, and hog bile....Housing priorities and iron and steel products must be filed six weeks in advance of scheduled delivery. CPA closed application books August 15 on October deliveries of bathtubs, furnaces, kitchen plumbing, builders' hardware....Democrats hope to swing war contract investigating spotlight to Republicans and big business before November elections to regain prestige lost in the May-Garson inquiry.

Banking Facilities for British-American Trade

Whether your interest in Great Britain is in business or travel, the Chase, the oldest American banking organization in London, with three centrally located branches, and British correspondent banks throughout the United Kingdom, is admirably equipped to serve you.

Chase officers are in close touch with commercial and financial developments in Great Britain and, as a result, are in a position to be of particular assistance at this time to Americans who have British business interests.

If you have a requirement touching on trade or travel in Great Britain, you are cordially invited to consult our Foreign Department officers.

These facilities are also at the disposal of Chase correspondent banks in the United States and often enable them to broaden their own service to customers.



"BIG BEN" still booms from Westminster's storied tower . . . pealing over the Mother of Parliaments in its shadow. Visitors to London today note the marked resurgence in the business and general activity of the capital of the British Empire.



BUSH HOUSE, ALDWYCH—In one of the best known business addresses in London, this mid-town branch of the Chase is also convenient to the social life of the West End.



6 LOMBARD STREET—The main London branch, opposite the Bank of England, is in the very heart of the "City," London's great financial district.



51 BERKELEY SQUARE—This Chase branch in Mayfair is in the center of the hotel, shopping and theater districts of London's fashionable West End.

When in London, make the Chase your financial headquarters.

THE CHASE NATIONAL BANK OF THE CITY OF NEW YORK

HEAD OFFICE: Pine Street corner of Nassau

Member Federal Deposit Insurance Corporation

LONDON—6 Lombard Street • 51 Berkeley Square • Bush House, Aldwych

Havana • San Juan • Panama • Colon • Cristobal • Balboa • Offices of Representatives: Mexico City • Cairo • Bombay

THE CHASE BANK: Paris • Shanghai • Hong Kong • Tientsin

TRENDS



OF NATION'S BUSINESS

The State of the Nation

THE ANALOGY between human anatomy and the structure of society has often been drawn. If not exaggerated, it helps us to understand the character of the latter. There is resemblance between the function of the individual cell and that of the individual in society. By his work, even when it is primarily routine, the healthy individual contributes to the well-being of the social organism of which he is a part, much as the healthy cell does in the physiological structure.

In the human body, as in the case of any society, not all the cells are always healthy. That is of no great general consequence so long as the organism as a whole is robust, able either to cure or to isolate degenerate tissue. But certain diseases feed upon, corrupt and in time destroy the healthy cells—whether the contaminated body be physical or political.

Outstanding in this destructive process is the dread disease of cancer. It is a creeping, gradual ailment, slow in onset but all too frequently fatal in outcome. For a long time the affected body seems to remain healthy, performing normal operations in an apparently normal manner. Then the malignant growth fastens itself inexorably on a vital organ. At that stage medical science is helpless and can only offer opiates to ease the anguish of dissolution. But if diagnosed early and operated upon in time, or so the doctors tell us, cancer is generally curable.

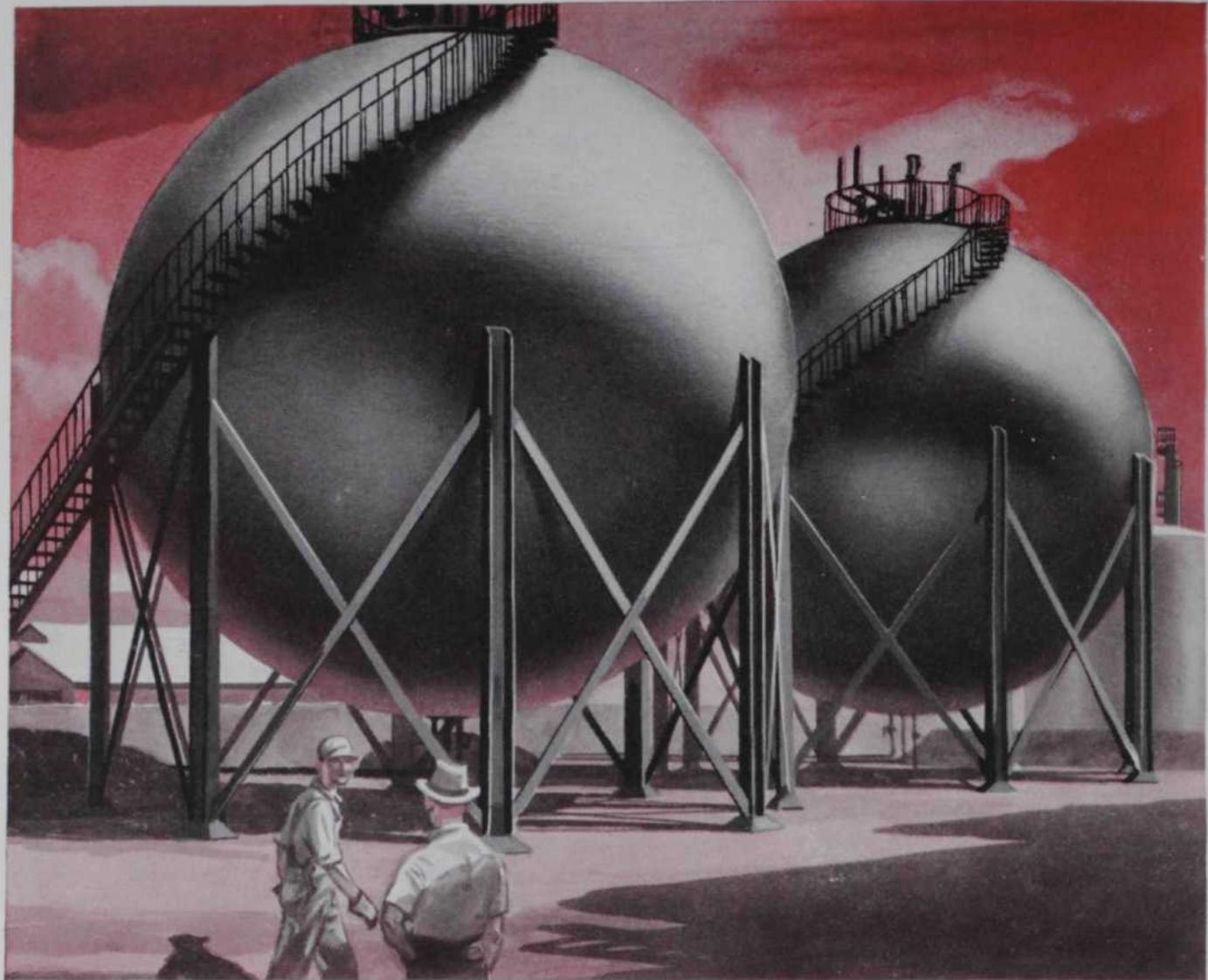
Today a gradual cancer is eating into the fabric of American society. Its effect can be already seen in the deterioration of those social relationships which, when functioning smoothly, consti-

tute a healthy body politic. Among these relationships are those governing the daily conduct of our industrial, commercial, educational, religious, community and family life. In the aggregate it is these relationships which bind society together, so it is no trifling matter that in all of them deterioration is now apparent. The symptoms indicate that a cancer is at work and, if its existence is not soon recognized, the progress of the disease will in time prove fatal to the structure of that social body whose vigor, accomplishment and freedom have long been the envy of less fortunate peoples.

As often happens in the case of cancer, the diagnosis of our social ailment has been inept, with the result that curative attempts based on a false diagnosis are doing infinite harm. Because of indications of ill-health in the field of industrial relations, for instance, we have increasingly encouraged the state to direct what these relations should be. In so doing we have not improved, but have further exacerbated, employer-employee antagonisms. The cancer in our society is due to the weakening of the sense of individual responsibility. To meet this condition we turn to collectivism, and thus tragically stimulate the very disease we should be intelligently fighting.

No Cure in Dictation

Dictation by a socialistic state, even if the all-powerful bureaucracy were efficient, is not and cannot be a cure for what ails us. Resort to this fancied panacea is, on the contrary, a recourse to primitive quackery which is certain to intensify the course of the disease. We watched that hap-



No escape for restless gas... these tanks are welded

Outside, they are still and smooth — but there's a rough time within! Twelve thousand barrels of butane gas straining to break loose... pushing with more than four tons of pressure on each square foot of wall! But there is no escape, not through welded joints. And the same weld that defies pressure is equally safe from heat, shock, and corrosion.

Something else: Welding favors the use of stronger, rolled alloy steels... dispensing with needless bulk and braces. There are no rivet holes to weaken the structure...no hidden flaws.

More and more industries are learning that these production economies apply to *them*. They're calling on P&H for counsel on the right type and size of welding electrodes... on how

best to use them. And P&H responds with its years of leadership in *making* and *using* arc welding equipment. You, too, are invited to "call on P&H" for all the benefits of America's most complete arc welding service.

AC & DC ELECTRODES • AC & DC MACHINES
WELDING POSITIONERS • ELECTRIC HOISTS
PRODUCTION WELDING CONTROL SYSTEMS

Manufacturers of
Overhead Cranes • Electric Hoists
Excavators • Welding Equipment
MILWAUKEE 14, WISCONSIN

P & H
HARNISCHFEGER
CORPORATION

ARC WELDERS • EXCAVATORS • ELECTRIC CRANES • P&H MOTORS • HOISTS • WELDING ELECTRODES

pen through the application of National Socialism to Germany. Why should identical "remedies"—and we might well recall that governmental price-fixing was the chief drug in the Nazi pharmacopoeia—have different results here?

Part of the reason for our dangerously false diagnosis undoubtedly roots in the fact that we no longer distinguish clearly, as we used to do, between *state* and *society*. The development of the state into a welfare pattern inevitably involves progressive subjection to bureaucratic government, operating through administrative law. But the organization of society, within the protective framework of the state as established for this country, involves only voluntary acceptance of self-government by freely cooperating groups.

It is the role of society to develop the human personality. It is the role of the state, in the European form which President Roosevelt set out to imitate, not to leave the individual to his own devices but to treat him as a child or servant. Considering how alien this doctrine is to all native American thinking, the general acceptance of paternalism, now strangely called "liberalism," is literally appalling.

It would seem time for us to realize that the essential difference between man in a free society and man under the state is that in the former case he is under a moral direction which is completely absent in the latter. Man is by nature moral and the state is by nature amoral, which does not mean immoral but simply unmoral—uninfluenced by codes of conduct which are of the greatest importance to men in a free society. It is the amoral characteristic of the state—not any perversion in a particular people—which makes a totalitarian government ruthless, vicious and degenerate. And the difference between human morality and governmental amorality is indicated by the force of the specious slogan: "My country, right or wrong." That is accepted in a manner that "My conduct, right or wrong" could never be, in any social group.

Cancer in Our Body Politic

The disclosures of wartime laxity and fraud, in themselves an indication of the absence of conscience in governmental operations, provide another reason for a more professional diagnosis of the cancer which, in attacking a society, may come in time to destroy the entire fabric of a state. The course of the disease is too insidious to be caught in newspaper headlines. But the political scientist, trained like the physician to associate small symptoms with underlying causes, is justified in feeling grave anxiety long before the average citizen is more than vaguely aware of social ill-health.

That the cancer of collectivism has now made deep inroads on the American body politic is no

longer open to question. We have reached the stage where bacterial fifth columnists can openly rejoice over the advancing dissolution of what were once fundamental beliefs. We have reached the stage where many an honest citizen will argue that controls of the National Socialist variety must be maintained, simply because excision of a malignant growth like OPA would be socially painful. This is a case of preferring opiates to an essential operation, forgetting that opiates like deficit financing and concealed subsidies can only be of transitory effect.

During the war period the authoritative Brookings Institution published two very interesting little studies by a German emigré scholar named Ludwig Hamburger. One of these, "How Nazi Germany Has Mobilized and Controlled Labor," appeared in August, 1940. The second study, "How Nazi Germany Has Controlled Business," was published in November, 1943. Although Nazi Germany is no more, both of these studies are today more timely for American readers than when they were first issued. For they now bring home with painful force the parallelism between the development of the Nazi cancer, which inevitably destroyed the very basis of German society, and that of essentially similar techniques here in America.

This was not the avowed purpose of Dr. Hamburger in writing these books; nor that of the Brookings Institution in publishing them. But the ugly parallelism is the permanent value of this research as seen in retrospect. Of course the comparison is neither complete nor exact in detail. But there is something much more than vaguely disturbing in the Brookings Institution's summary of Dr. Hamburger's findings about Germany only three years ago:

Although National Socialism has posed as the protector of the German business community and the interests of investors, it has progressively narrowed the area in which business can make its own decisions. Without assuming the burden of actual ownership and operation, the government has so curbed and directed the conduct of business that the men in charge of private enterprise are deprived of all real freedom of action.

The cancer of gradualism is not the less dangerous because it is insidious. Indeed the latter quality has prevented us from realizing the advanced stage of the disease which has been reached in the United States. Fortunately, that realization is now dawning, in time to achieve a cure as soon as Congress, acting under the direction of a vigilant public opinion, will apply the surgeon's knife.



OF NATION'S BUSINESS

FELIX MORLEY

"We ran 'em days on end at Leyte"



ALL kinds of machinery that GI's used—to level jungles, lay air strips and lug supplies—were powered with General Motors Diesel engines. So were all the landing craft built in the last war years.

And that was a test that opened the eyes of many people to what modern Diesel power could do.

For these GM Diesels are powerful and

compact. They can run week after week without a stop. They're thrifty with fuel. They start easily—require very little attention. They perform equally well on continuous or variable loads. Clean design, uniform parts and accessibility make any maintenance quick and with little lost time.

Peacetime finds Series "71" Diesels at work in road building, fishing, transportation, drilling, lumbering, construction and everywhere else power is used.

So whatever your need, be sure to get all the information about GM Diesels.

*Ask the GI
—he knows*



Features of GM Diesels

Important to Every User of Power

QUICK TO START on their own fuel

LOW COST—run on common fuel oil

EASY TO MAINTAIN—clean design plus accessibility

LESS FIRE HAZARD—no volatile explosive fuel

COMPACT—readily adaptable to any installation

SMOOTH OPERATION—rotating and reciprocating forces completely balanced

QUICK ACCELERATION—2-cycle principle produces power with every downward piston stroke

DETROIT DIESEL ENGINE DIVISION

DETROIT 23, MICH. • {
GENERAL MOTORS

SINGLE ENGINES... Up to 200 H.P.

MULTIPLE UNITS... Up to 800 H.P.

GENERAL MOTORS

The U. S. and World Affairs

TRENDS



OF NATION'S BUSINESS

IN SEEKING to unify the economic life of the American, British and French zones of occupation in Germany, our State Department has also given new impetus to the broader idea of an economic federation of western Europe. Though long soft-pedalled for fear of evoking attacks on what Moscow calls a "western bloc," the idea persists and gains force under the pressures of economic distress.

Hesitancy about arousing Russian displeasure is being overcome in proportion as illusions about opening eastern Europe to a free flow of trade are dispelled. The fear of mass unemployment and communism tends to blot out other fears. With so much of the continent walled off and cemented firmly into the state economy of the USSR, the logic of organizing what remains as an economic unit seems inescapable.

Some political spokesmen in democratic capitals dare to speak of a United States of Western Europe. Somehow the efforts of Aristide Briand in the 1920's looking toward a U. S. of all Europe are being recalled more often and more appreciatively. But this is as yet far too ambitious. The more realistic speculations revolve around a limited economic union.

Even that would call for a considerable pooling of sovereignty, at a time when nationalist feelings are inflamed. The process would of necessity be slow and difficult. A beginning has been made in the customs union recently entered into by Belgium, the Netherlands and Luxembourg. Meeting at The Hague, the three Foreign Ministers agreed to unify all their tariffs by the end of this year, and to wipe out their mutual customs frontiers entirely by the end of next year. It is conceivable that other countries will join this union, making it the nucleus for a broad federation.

Obviously the removal of trade barriers in the non-Soviet segment of Europe and greater cooperation in other respects promises speedier economic revival than any of the nations involved could hope for alone. Because this is clearly in the best interests of the United States and Great Britain, in terms of commerce and politics alike, the idea can count on encouragement from both Washington and London.

By drawing the non-Soviet half of Germany, and perhaps a portion of Austria, into such an economic entente, any Moscow plans for converting all of Germany into another Soviet satellite

would be checkmated. This phase of the idea weighs heavily in the scales of discussion. Can Italy ultimately be included? That will depend, of course, on whether it goes democratic or submits to Soviet pressures. Switzerland is a question mark. Spain and Portugal have everything to gain by integrating their economy with the rest of western Europe, though political barriers may prevent this until there is a sharp change in their internal political climate.

But the idea can be expected to prosper. It seems to make sense, offering a focus for hope in an otherwise bleak picture.

Britain Drops Some Ballast

British imperialism remains a favorite target of abuse in these United States. The prolonged and acrimonious debate on the \$3,750,000,000 loan stepped up the barrage; then a turn for the worse in the Palestine crisis provided new ammunition. Britain's imperial troubles are so manifold that for a long time to come there will certainly be no lack of excuses for twisting the tail of the tired lion.

The irony of the case, however, is that the British Government is just now engaged in unloading some of its empire responsibilities. Acutely aware of declining military and economic power, Britain has apparently concluded that it cannot hold so much with so little. It seems more than willing to relax its physical grip in the hope of tightening its moral hold.

Even the most Anglophobe observers now concede that London is in earnest about granting independence to India. No less earnest is its commitment to withdraw from Egypt; the exodus of troops and officialdom merely awaits sensible arrangements for the defense of the Suez and Egypt itself in the event of aggression.

British troop withdrawals are being completed in Syria and Lebanon and virtual independence has been bestowed on Transjordania. The Labor Government has come out for Libyan freedom. Ceylon now has a more democratic constitution and can look forward to early dominion status. Larger autonomy now and dominionhood later are also in prospect for Malaya, Burma, Southern Rhodesia, Newfoundland and the British West Indies.

The non-white populations of Kenya, Uganda and Tanganyika have been accorded greater



Yes, when one businessman asks another: "Which company will do the best job for me on all insurance covering employees?"...

The most frequent answer is: "The Travelers."

WHY?

Because it means better handling of all the complex and varied forms of employee insurance. Travelers men are experienced and have the background that can be found only in an organization which pioneered in Workmen's Compensation and Group Insurance.

Because lower insurance rates, as well as employee and public goodwill, often result from the safety engineering and sickness prevention services of The Travelers.

Because you and your business organization benefit from the intelligent handling of employee claims. The broad ex-

perience of Travelers claim men is a definite help to you at all times. The Travelers country-wide organization may be of untold value at any time. These Travelers claim men each year pay more than half a million employee claims which involve injury, illness, death, surgery, and hospitalization.

Because a plan that meets your business needs now, and that can be revised from time to time as these needs or conditions change, can be developed best by your own insurance broker or a Travelers agent, working with the specialized experts of The Travelers.

*On all forms of Employee Insurance, you will
be well served by **The Travelers***

The Travelers Insurance Company, The Travelers Indemnity Company, The Travelers Fire Insurance Company, The Charter Oak Fire Insurance Company, Hartford, Connecticut.

political weight, over the protests of the white minorities.

These are not stopgap actions. They make a pattern of deliberate policy by the Attlee-Bevin Government. The grumbling of old-line imperialists should remove the doubts in this respect. Their sense of frustration was summed up by Winston Churchill's complaint that "things are built up with great labor and are cast away with great shame and folly."

Hands Off Latin America

Little noticed by press and public, a painful policy issue in the relations between the U.S.A. and its Latin-American neighbors has just been settled—and settled in line with the preferences of those neighbors.

In effect, Washington, after a period of inept involvement in domestic troubles south of the Rio Grande, has returned to its traditional policy of non-interference.

It has undertaken to keep "hands off" the internal and foreign affairs of hemisphere countries, whether alone or in concert with other nations. In the light of our unsuccessful intercession in the Argentine presidential campaign, the undertaking comes close to a confession of diplomatic error.

Last November, it will be recalled, the Government of Uruguay came through with a proposal for "multilateral, collective intervention to protect the essential human rights and to insure fulfillment of a nation's international obligations." Secretary of State Byrnes approved it quickly and rather too warmly for Uruguay's comfort. But the proposal died aborning. Eleven nations—among them Brazil and Mexico, both political friends of Uncle Sam—turned thumbs down, and the rest maintained a sullen silence.

Now an eight-nation committee, including the U.S.A., Brazil and Mexico, has drafted a convention in a diametrically opposite vein. Published in mid-July, it attests that "intervention by one or more states, directly or indirectly, and for whatever reasons, in the internal or external affairs of another nation, is inadmissible." More than that, it specifies that recognition of any government (a political weapon which Washington has used effectively in the past) must be "unconditional and irrevocable."

The draft has been submitted to the Governing Board of the Pan American Union. All Latin-American governments have been requested to express their views and to propose changes, if any, before Oct. 15. The revised text will then be submitted to the Conference of American States at the scheduled meeting in Bogota, Colombia, some time in 1947. It is certain to be adopted in essence. In any event, since it carries the signa-

ture of the U.S.A., the draft amounts to a repudiation of recent policies.

World Labor

As hostility between Western and Soviet spheres of influence is sharpened, look for a reflection in increasing tensions and possibly open conflict within the 19 months old World Federation of Trade Unions.

The war was still under way, Russia was still neutral in the Far East, when this world labor body was formed in London on Soviet initiative in February, 1945. The mood of appeasement prevailed. In deference to hoped-for unity after the war, the British Trade Unions (7,000,000 members) and the American CIO (4,000,000) swallowed the fiction that the Russian unions (26,000,000) were free and genuine labor organizations.

The hoped-for unity has not materialized. British trade unionists, having rejected a communist united front in politics at home, are scarcely happy about the communist united front in labor on a global scale. The unfolding struggle against Communists inside the CIO also is likely to have repercussions on the global alignment.

British and Americans alike are uneasily aware that Moscow holds the whip hand in the World Federation. Even at the initial congress the division between democratic and government-controlled unions was in evidence. The CIO delegation, under the influence of the late Sidney Hillman, sought to act as arbiter between the extremes and thus, in practical effect, threw the decision to the Russians. By forming a bloc with the CGT (French Confederation du Travail, about 5,000,000) and the CTAL (Latin American Federation of Labor, about 4,000,000)—both under pro-communist leadership—the Soviet delegation could and did dictate decisions. It stacked all committees for its own side and they have remained stacked.

The trade unions of democratic nations cannot indefinitely tolerate the situation. An international organization controlled by one country is an untenable contradiction. Government-controlled trade unions unavoidably become political rather than economic instruments. An example of this fact calculated to alarm British labor was provided by the strike of 50,000 workers in the Anglo-Iranian oilfields of southern Iran. The strike, there was ample reason to suspect, was politically inspired, aiming to oust Britain in favor of Russia in Iran's economy.

It would be a miracle if the inner balance of the new world labor body were not seriously disturbed in the months ahead.

TRENDS



OF NATION'S BUSINESS

EUGENE LYONS



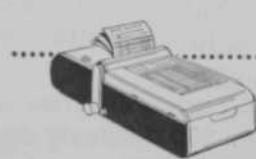
That's a question which arises in any business—if the necessary instructions aren't "on hand" for every job. For whether it's shoes or ships you market, thousands of orders must be given—purchasing, receiving, disbursement, shipping, warehousing and so on and so forth until your list of routine orders and records runs into the hundreds. This is the routine work that must be done to plot the movement of a product to, through and from the plant.

Today such routine depends upon *forms*—for they are the medium by which the many varied departments of modern business are tied together.

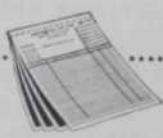
Ask yourself if you have too many or too few forms?

Could several be combined? Are your present forms too costly to handle? Ask Uarco and these questions will quickly be answered to your satisfaction. For Uarco's business is to study the problems of routine operations—to suggest means of improving the efficiency of business through forms—to give you complete control, accuracy and speed in your organization by the means of *correct forms*.

Call your Uarco representative today—without cost, he'll study your present forms and suggest means of improving them. Or write us for added details. UARCO INCORPORATED, Chicago, Cleveland, Oakland. Offices in All Principal Cities.



AUTOGRAPHIC REGISTERS



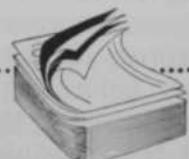
SINGLE-SET FORMS



BUSINESS FORMS



CONTINUOUS-STRIP FORMS FOR
HANDWRITTEN TYPED BUSINESS MACHINE RECORDS



Washington Scenes

THIS world capital is like a becalmed ship waiting for a breeze.

It is a situation that would be extremely baffling to a foreign visitor, especially if he were seeking the low-down on Washington and the answer to the question: Whither America? He would discover, ultimately, that the answer isn't in Washington at all, but out in the 48 States.

Ten or twelve years ago, our foreigner would have had no difficulty in his quest. Washington then had its towering figure, its leader with a "mandate." If one knew what Franklin D. Roosevelt was thinking, then he also knew the course of the Ship of State. They were one and the same thing, and the pace was swift and often gay.

So utterly different has it been with Harry S. Truman in the White House that even now, 17 months after the oath-taking, Washington still is not accustomed to the change. This perhaps should not be surprising, because, after all, Mr. Roosevelt was on the scene a mighty long time.

Political correspondents, who have been traveling around the country, say that the general estimate of Mr. Truman is something like this: A friendly man, honorable and conscientious, but in over his head. These correspondents also report sharp criticism of Congress, business and organized labor. But they note a distinction: whereas the country makes some allowance for Mr. Truman, bearing in mind the enormous difficulties that have confronted him, it shows little charity in the case of the others.

FDR's Troubles Bother Truman

Would it have been different if Mr. Roosevelt had lived? Would he, with his skill as a political strategist, have fared any better with Congress? Would it now be possible to point to the White House and say: "There is the seat of power."

Naturally there is a difference of opinion on this, and the argument probably is a vain one anyway. But this much can be said about it: A good many trained observers are convinced that FDR not only would have been no more successful with Congress, but might have been even less so.

The troubles of Mr. Truman, they point out, began when he revived the New Deal, which the shrewd Mr. Roosevelt had discarded late in 1943 in favor of the slogan, "Win the War."

Until that time the Missourian had been enjoying an extraordinary popularity.



The story of his political decline opens a year ago this month, and constitutes an interesting chapter in American political history. In the honeymoon period that preceded September, 1945, I "covered" Mr. Truman on a trip to the Mid-West. All along the line there was an air of good feeling. Former Governor Alf Landon, 1936 Republican nominee for President, summed it up after a courtesy call on the new Chief Executive in Kansas City. Talking to reporters in the Hotel Muehlebach, he said: "The country has relaxed under Mr. Truman."

There were several reasons for this, apart from the satisfaction over Germany's defeat. For one thing, the country was pleased by the confident way in which Mr. Truman had taken over the helm. Many Americans, it should be remembered, had accepted literally what Boss Kelly of Chicago said in 1944: that FDR was in truth the "indispensable man." The country was pleased, too, by such gestures as Mr. Truman's invitation to GOP leaders like Landon, Hoover and Dewey to drop in and see him.

Truman Favored by Many

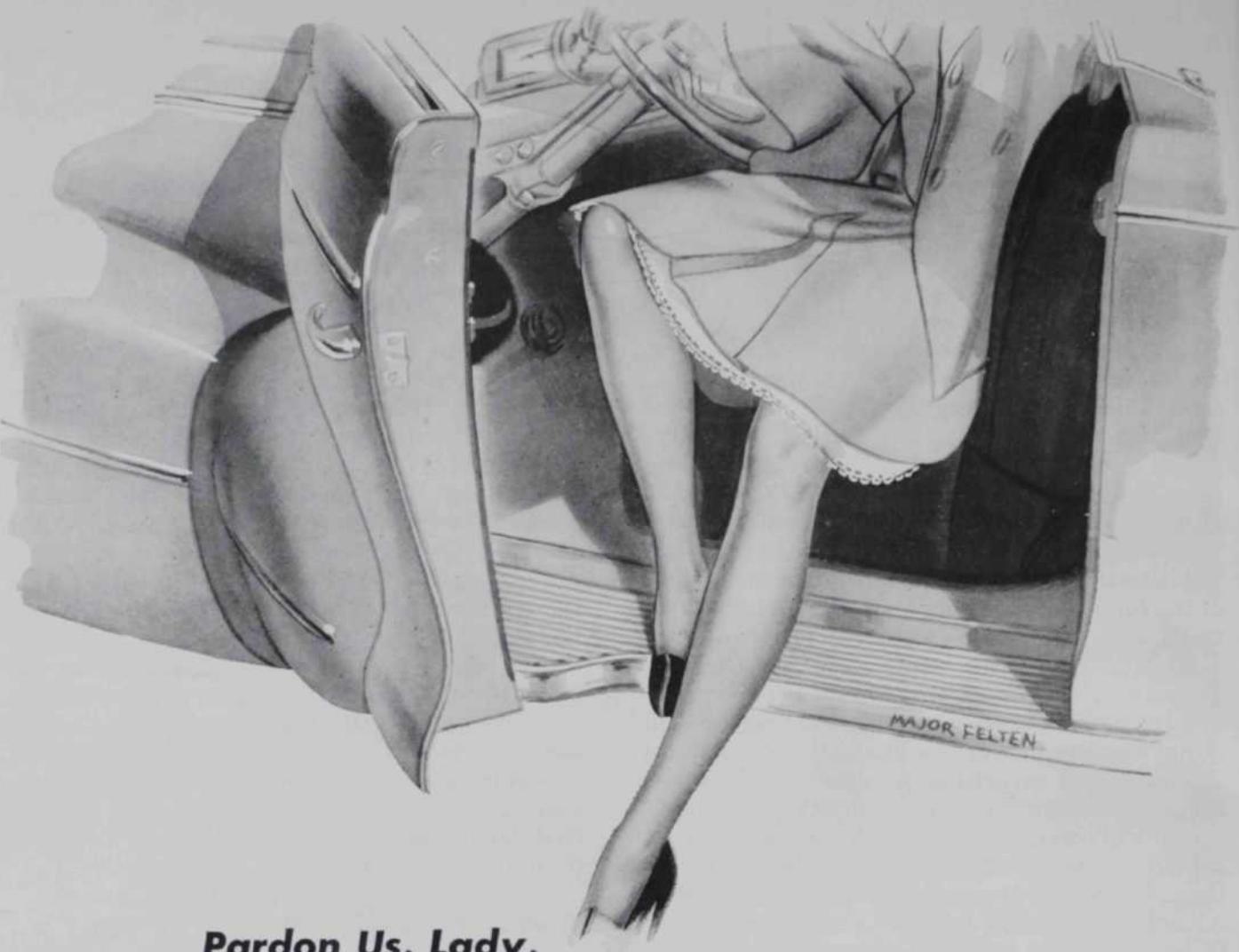
But Walter Lippmann put his finger on an even more significant reason. He said that circumstances and President Truman's own seasoned political judgment had cleared away the sense of frustration that had grown out of the 1940 and 1944 campaigns, when 22,000,000 Americans voted against Roosevelt.

True, the new President was a Democrat, but at least he represented a change. Moreover, he seemed a modest, amiable type who had no desire to be a Colossus.

Another heartening thing was the prospect of better relations between the White House and Congress. When Mr. Truman, returning from the Mid-West in June, delivered the Charter of the United Nations in the Senate chamber, his erstwhile colleagues gave him an ovation. Everybody remarked on the cordial atmosphere.

At this stage, the Gallup Poll showed that Mr. Truman's popularity had reached a point that surpassed Mr. Roosevelt's at its loftiest peak.

The high command of the Republican Party adopted a policy of silence. Orders went out that there were to be no attacks on Mr. Truman, one reason being that heavy contributors to the GOP treasury did not want him attacked. They liked the way he had taken hold, and thought



**Pardon Us, Lady,
Your Slip's Showing... Research!**

And a fine rayon slip it is. Prettier than last year's. Stronger—and with better seams—than the slips she wore some years ago. More comfortable and shrink-resistant than pre-war models. And it stands many more washings than those of ten years back.

Perfect? We can hardly say that; but better and better as time goes by.

Yes, her slip is showing. Showing the results of research by technicians who, with the cooperation of textile makers, devote all their efforts toward improving

rayon's usefulness...in lovelier lingerie, dresses, lining materials, curtains, lampshades...in colorful floor coverings...in tougher cords for your car's tires.

Engineers at American Viscose, the nation's largest producer of rayon, have made great progress with rayon over the years. Their research-born improvements aren't always spectacular. But their goal comes steadily nearer...the perfection of familiar products and speeding of new ones...with better rayons at lower prices...for everyone.

AMERICAN VISCOSÉ CORPORATION

America's largest producer of rayon

Offices: 350 Fifth Avenue, New York 1, New York; Charlotte, N.C.; Cleveland, Ohio; Philadelphia, Pa.;
Providence, R.I.; Washington, D.C.; Wilmington, Del.

*Reg. U. S. Pat. Off.

*A better way to
buy Rayon Fabrics*



This identification is awarded only to fabrics containing CROWN* rayon, after they have passed the CROWN Tests for serviceability.

he was deserving of much greater support. President Truman was happy, but he wasn't deceiving himself. An "organization Democrat," with 30 years in the political arena, he knew that this dream-like state could not possibly continue, and bluntly said so.

New Deal Met New Obstacles

Honeymoon's end came abruptly on Sept. 6, scarcely three weeks after the close of the war in Japan. From the White House went a message to Congress with a 21 point legislative program for a postwar "better life." Much of it was from the old Roosevelt "economic bill of rights."

Mr. Truman called for passage of a full employment bill, which would recognize every American's "right" to a job; a jobless pay bill guaranteeing the unemployed \$25 a week for 26 weeks (a measure discredited by the fact that the nation was to face an actual shortage of labor); a bill for a higher minimum wage, and a measure giving permanent status to the FEPC.

There were others, but these were the red rags that aroused the conservative and dominant element in Congress that had gone along with Mr. Roosevelt during the war years.

The reaction was quick and noisy. Republican House Leader Joe Martin said it was "just a plain case of out-New Dealing the New Deal." Conservative Democrats in some cases agreed. The newspaper *PM*, which had been worried about Mr. Truman, said the message was a blow to the Tories, and added that it definitely placed Mr. Truman in "the Roosevelt wing of the Democratic Party."

The surprising thing is that anybody should have thought that he belonged anywhere else. In his ten years as a senator, he had always supported the New Deal, although never in a wild-eyed way. As a candidate for the Vice Presidency, he had run on a platform that promised the full employment bill and most of the other proposed reforms. Nobody who knew him expected that he would repudiate that platform.

Mr. Truman has since gone out of his way to identify himself as a disciple of FDR. At Hyde Park, in April, he made what amounted to a graveside promise to "carry on in the way of Franklin D. Roosevelt." He mentioned the New Deal twice on that occasion. Nevertheless, the argument over his political orientation still continues.

A Republican "liberal," Senator Wayne Morse of Oregon, says that the Truman Administration is "an exceedingly reactionary one." Many New Dealers agree with him; they have been leaving the Government in droves, saying that the crusade is over.

Labor is not sure of the President. He does not denounce "economic royalists" and "Tories" as FDR used to do, but talks about economic justice

for all. Then there is the memory of that "draft labor" bill.

Polls show that Mr. Truman has lost strength with both labor and business. That, as a fellow said in the Press Club bar, "takes talent."

Is there an overriding issue in this political year of 1946? Is there some great question the answer to which will point the way for the world's foremost nation?

Carroll Reece, chairman of the Republican National Committee, says there is. He says it is bureaucracy and the elements that go to make up the Democratic Party, notably the "red-fascists," who, with their Moscow ideology, now "direct Administration policy."

Republicans like Morse would say that this is the bunk. But then they had nothing to do with making Reece the GOP spokesman. He owes his post largely to men who were fed up with the type of campaign waged by Willkie in 1940 and Dewey in 1944. These men hope that they never again will see a "Me, too" candidate carrying the GOP banner, and telling the voters that he will retain New Deal reforms but administer them better.

Reece is talking their language when he says:

"The road down which they (the Democrats) are taking us leads to one inevitable end—a one-party system and a police state. The Democrat Party, as now constituted, is powerless to change its ideological direction."

Voters Will Decide the Issue

That's the issue as Reece sees it. However, there's an axiom in politics that issues are made, not by the politicians, but by the voters.

What the voters will be thinking about in November remains to be seen. Most members of Congress, when they were pulling out of Washington a month ago, suspected that the liveliest issue would be OPA—or the cost of living.

The Democratic National Committee had been counting largely on "good times"—record-breaking employment, high wages, and rushing business in many lines. Now, however, the Democratic strategists are worried over high prices and continuing shortages. They have been getting up the Republicans' voting record on OPA, and in the weeks ahead will have a good deal to say about it.

The Democratic national organization, far from trying to suppress its left-wingers, will give them full voice in the campaign ahead. In fact, the No. 1 orator in the campaign is expected to be Secretary of Commerce Henry A. Wallace. He will be sent into the industrial centers, which are looked upon as the chief battle grounds in the fight for control of Congress.

EDWARD T. FOLLIARD

TRENDS



OF NATION'S BUSINESS



She sweetens your coffee—in writing

It takes a lot of man-hours (and woman-hours) of writing to bring you a spoonful of sugar. Typewriters click, pencils squiggle to chart the *written record* of sugar's trip from plantation to breakfast table.

The who, what, when and where of today's business transactions are recorded clearly on business forms—and, chances are, on *Moore* business forms.

Sugar, shoes, soap, sundries—businesses of every kind and size have discovered that *Moore Business Forms* can help to reduce costs, streamline total operations. For example, one standard *Moore* form can speed the writing of hand-written records by as much as 172%.

A *Moore* specialist looks at your business forms with the eye of common sense. Is this one really needed?

Will a standard form serve as well? Right answers may save you thousands of dollars.

Sixty-five years of business form experience are at your call. Get in touch with your local *Moore* office. *Moore stands ready to supply you with everything from a simple sales book to the most intricate multiple-copy form . . .* "to put it on the record, swiftly, accurately, economically."

MOORE BUSINESS FORMS, INC.

NIAGARA FALLS AND ELMIRA, N. Y.; MINNEAPOLIS, MINN.; DALLAS, TEXAS; LOS ANGELES AND EMERYVILLE, CALIF.
SALES OFFICES IN OVER 200 CITIES FROM COAST TO COAST, ALSO IN PRINCIPAL CITIES ACROSS CANADA

ADV. BY N. W. AYER

The Month's Business Highlights

CALVIN COOLIDGE said civilization and profits go hand-in-hand. If the former President's conclusion is correct, the United States at present is adding substantially to its financial as well as cultural well-being. Government economists expect business and industrial profits for the last half of 1946 to reach record levels.

This estimate is based partially on what already is available in statistical returns and partially on deductions. Demand for goods and services is practically unlimited. Prices, where really controlled, will be adjusted to take care of increased costs.

Competition will make no inroads on profits. Working capital never before has been as plentiful and low-cost money is amply available in the money market. It is a sellers' market and will so continue for at least a year.

Enough collective wisdom probably can be brought to bear on the situation to prevent a violent drop in prices when the turn comes. More likely than a sudden fall is a gradual decline and a period of profitless prosperity such as in the 20's. Output was large but conditions were such that margins above costs were narrow or nonexistent.

Business Finds a Way to Produce

Shortage of materials is a limiting factor but industry has displayed great ingenuity in finding substitutes. It will find its way around the bottlenecks. The major uncertainties have been resolved. Prices are to be allowed to go up. No big strikes are in prospect, as this is written. Agitation for wage increases is not expected to become critical during the remainder of the year. Demands from labor have been tempered by the fact that prices have not gone up as much as was expected.

Rising volume of production is having an important bearing on profits. Quantity output is expected to continue for many months. When volume is high, a small margin can build into a substantial profit.

The outlook is almost as good with the service industries. There naturally will be some unevenness in the picture. The metals industries have had tough sledding. Strikes have cut into profits. In some instances, however, strike costs are being taken out of reserves. Current profits, in those instances, will not be affected. Recomputing of taxes for the war years and the taking of tax credits will have an important bearing on cor-

TRENDS OF NATION'S BUSINESS



porate situations. Removal of excess profits taxes provided no small amount of margin in some lines. Income statements may be hard to interpret, but comparisons of earnings between the first half and the latter half of 1946 are certain to be striking.

There will be some exceptions. Cement is below war volume. So are dairy products. Bakery goods and some manufactured food products show declines. Gold mining is slow to recover. War business is practically over. Shipbuilding, explosives, aircraft and other activities, which were expanded to meet military needs, naturally have shrunk. Practically all production now is on civilian goods. Previously war production supplied 60 per cent of the total.

Durable goods for civilian use that were so low on the charts during the war are coming back steeply. Production will soon be half again as great as in 1939. Machinery output is more than double 1939. One of the surprises of the late summer was the big upturn in lumber production. This may have been stimulated somewhat by black market prices and by federal subsidies, but the output is exceeding optimistic estimates. Brick, tile, other clay products, gypsum products and all building material output are gathering momentum at a rate that may cause the country to open its eyes. After what was done in airplane production during the war another miracle may be performed in providing for the needs of the housing program. Reflecting the shortage of tin, glass container production is nearly three times the war peak. Despite the acute shortage of tin, more of that metal is being used in the last half of this year than in the comparable period of 1939. Plate glass output is going up with automobile production.

Textiles at High Production

The non-durables promise to end the year far ahead of the 1939 level. Textiles and textile products are above the war peak. Rayon continues its steady rise. Wool is at a new high. Carpet wool hit a snag but apparel wool production is booming. The whole wool group is 70 per cent higher than the 1935-39 average. When the Battle of the Bulge was going against us the Army had visions of a long campaign in a cold country. As a result it put pressure on the woolen mills and production went up to two and one-half times the 1935-39 average. This was the highest peak of war production. The industry is operating again at about that same high rate. If anyone is ill-clothed a few



"Mister, if you business men ever saw what I've seen . . .

... you'd know you can't spot dishonesty in advance . . . you'd see that most losses reported to the police are things you'd never think would happen!"



Take your most trusted employee; suppose he starts juggling your books . . . and gets away with a few thousand before you catch him.



Or, let's say that money or securities just "disappear" from your office. No one knows how . . . but they're gone . . . that's not uncommon, either!



What about the heavy cash you have to keep over week-ends? A Sunday rubber could crack your place for every last dollar of it.



And get this one . . . somehow securities get thrown out with the office trash. A mistake, sure . . . but you may have to bear the loss.



And here's another . . . one of your employees at her regular job of making up the payroll, is held up . . . right in your own office!

What's the answer? This new all-in-one protection!

This new, all-in-one policy by Indemnity Insurance Company of North America covers:

1. Dishonesty of employees.
2. Destruction, disappearance or wrongful abstraction of money and securities on premises or in custody of messengers.
3. Securities in Safe Deposit Boxes.
4. Forgery of outgoing checks.

5. And other valuable features which your Agent or your Broker will be glad to explain to you.

* * *

Insurance Company of North America, founded 1792, oldest American stock fire and marine insurance company, heads the North America Companies which meet the public demand for practically all types of Fire, Marine, Automobile, Casualty and Accident insurance. Sold only through your own Agent or Broker. North America Agents are listed in local Classified Telephone Directories.



INSURANCE COMPANY OF
NORTH AMERICA
COMPANIES, Philadelphia

Insurance Company of North America • Indemnity Insurance Company of North America • Philadelphia Fire and Marine Insurance Company • The Alliance Insurance Company of Philadelphia

months hence it will not be the fault of the apparel wool manufacturers.

Surprising as it may seem, the figures show alcoholic beverage output three-fourths larger than in 1939. Despite the sugar shortage, candy makers found ways to push their production 20 per cent above the 1939 mark. Tobacco products are 60 per cent over, with cigarettes going out of the top of the chart. Paper is running along at the war level, with newsprint hitting a new high. As much can be said for fuel oil. Paint is 40 per cent over 1939, but soap continues to have trouble.

Railroads Expect Volume Business

The railroads improved their financial position during the war. They now have in sight a long period in which they may expect a large volume of business.

Since the United States is one of the few remaining countries where railroads are operated privately, interest is centered on the ultimate outcome here. Public opinion strongly favors a continuance of private operation but, unless the lines can be kept solvent, a possibility is that the security holders themselves might try to bring about government ownership. Public ownership, if it comes, is more likely to be by that route than from any left wing influence. Air, water and highway transportation have ambitious plans. In a few years the railroads will face keener competition than has developed in any other country. As long as the present volume of business can be kept it should not be difficult, however, to maintain a solvent industry. Interest charges in the future will absorb less of their revenue. Important savings are likely to be made in the costs of motive power.

Building homes for sale is not expected to be as profitable as many other businesses because the cost of housing is high in relation to average income. With the certainty that scarce building materials will go to much higher price levels, it is anticipated that sales of residential buildings will be in smaller volume than estimated. This outlook also is discouraging construction for rental purposes.

Business men are not losing sight of what will happen when the pressure of consumer demand begins to subside. The edge will come off first in the domestic market. Demand still will be strong in foreign markets. That is why many companies already plan to expand operations abroad. Community activity is noted at various ports. New Orleans, for instance, is installing an extensive foreign trade zone and is pushing its International House idea. Plans are well advanced for displays of products along the lines of the Leipzig Fair.

Keeping price increases within bounds will be

the principal task before the country for the next few months. Transition from war to peace is a period of stormy weather. At best high waves and rough seas cannot be avoided. If all hands bend to the oars and no one rocks the boat, it is believed the passage can be made without shipping a dangerous amount of water.

A considerable measure of price control has been retained. Under the circumstances, and in the spirit of compromise that must be a part of real democracy, it would seem that a considerable degree of unity could be obtained by trying to limit speculative increases in prices. The wage stabilization setup was saved.

Much will depend upon the decisions of the decontrol board. The experience of its members is well balanced. They should be in a position to do effective work. Certainly they are men who will do nothing to hamper maximum production. They are in a position to hold some rein on price increases.

Nought else that can be done in the present situation compares with output of goods. Anything that stimulates production is beneficial to humanity. Anything that tends to retard production is an offense against society.

The industrial index is close to the point where output is as much as can be expected from present equipment and labor force. Any substantial increase in production now must come from increased output per man-hour and ability to obtain materials.

Ordinarily improvement in the tools with which a man works is the most important factor in increasing per capita productivity. In the immediate situation, when improved equipment is hard to get, most reliance will have to be placed on increasing the personal efficiency of the worker. Since it is so low much room is left for improvement.

A part of that objective may be obtained voluntarily by appealing to labor's public spirit. Real progress is being made against feather-bedding rules. Greater use of incentives to increase individual output will play a part. Technical improvements made during the war period in manufacturing equipment necessarily will be spread slowly to plants engaged in peacetime operations, but they will become an increasingly important factor.

Congress did not distinguish itself in the aid it extended in the fight on inflation. It made many appropriations that could have been deferred.



OF NATION'S BUSINESS



Mustache-Guard, U. S. Pat. No. 220,538, granted 1879.
Patent description supplied upon request.

You, too, can have an "upswept hair-do"!

What's to do when your mustachio keeps drooping in the soup? One fellow solved the problem with the peachy gadget above. Presto—ladies swooned over his soupless "upswept hair-do"!

Maybe it did its job. But most men we know would have found it simpler just to shave the thing off.

For it's the simple, direct and easy way of doing things that appeals to practical men. That's why we want

to tell you about a *simple, direct* and *easy* payroll system. Specifically, it's called the "Comptometer Check-and-Payroll Plan."

Fast and accurate, this unique system cuts through the costly time-waste of needless bookkeeping, copying and filing. It shoots straight at the heart of the problem, requiring only a payroll check or a cash envelope . . . for payrolls of any size. Every last bit of excess—and expen-

sive—clerical work is shorn away.

Get full details from your nearest Comptometer Co. representative. The Comptometer, made only by Felt & Tarrant Manufacturing Co., is sold exclusively by the Comptometer Company, 1712 N. Paulina Street, Chicago 22, Ill.

COMPTOMETER
REG. U. S. PAT. OFF.
ADDING-CALCULATING MACHINES

Nine Tips for All Good Men ...

By LABERT ST. CLAIR

1



One can make a big hit with his member in Congress if he will take just nine easy steps. The first is to register as a voter, get others to do so

2



The second step is to become personally acquainted with as many political leaders and public officials as possible. This is most essential

4



Insist on knowing what all the candidates stand for. The surest cure for disservice is to pin down officeholders to flat statements of attitudes

3



Keep informed on questions of public interest and know what stands local leaders of all parties are taking. Do not hesitate to check records

BUSINESS MEN of the United States face an Armageddon on the national political field this fall.

The entire membership of the House, 435 men, and one-third of the Senate, 36 members, are to be elected.

The major issue in a majority of these national contests, regardless of party, will be the attitudes of candidates on the policies for which legitimate private business stands. Emphasis should be placed on the fact that the contest is not merely one of Republicans advocating untrammeled enterprise, and Democrats urging broader government control of business.

National political positions are not so sharply defined along party lines this year. There are Republicans who veer to the left and Democrats who march to the right on business legislation. But all honest candidates will admit on which side of the business line they stand. So sharply have industrial issues been drawn that maintenance of a middle-of-the-road position is virtually impossible.

Both radicals and conservatives are responsible for this situation. Perhaps most of the

responsibility lies with the broad government control advocates, or broadly speaking, the leftists. Spearheaded by PAC and other radical political groups, they have insisted that candidates take their stands openly in one camp or another. Thus, largely in sheer self-defense,

ALTHOUGH many congressmen are willing to fight for business, business men too often fail to support their efforts. If you want better legislation, here are nine steps explaining how you can obtain it

congressional supporters of private initiative also have begun in a limited way to demand that their political friends and foes stand up and be counted. Distinctly, business generally has been pushed into its present limited political activity. Except for a relatively few far-sighted and courageous business leaders who long have been beseeching business to stand up and fight for its rights, executives have done little about the situation.

Friends of private enterprise in Congress, many of whom are candidates for reelection, are concerned over the apprehensive attitude of the average business man toward becoming politically active. As an almost daily visitor to Capitol Hill, I have become aware of

the increasing gravity of the situation.

While pressure from the anti-business groups grows daily, business men, individually and collectively, are doing little real grass roots support work for their congressional friends. Business supporters in both major parties in Congress have expressed doubt whether it is worth while to continue to wage the ceaseless battles for fair treatment of industry unless more business men begin to exhibit extreme political awareness.

These members say, more in sorrow than in anger, that business men never

5



Make your opinions available to the public, too. Many business men underestimate their ability to render service by getting into local politics

ing a chain telegram to his congressman urging that he stand up and fight for the cause of free enterprise. This is the kind of support every congressman needs. He probably already is on the floor from fighting for the cause, but receipt of the telegram acts like a battery on him. Reading its words, he leaps into the air and resumes

One reason the leftists put up a better fight is that practically all of them are willing to perform personally any sort of a chore assigned to them. Business men, on the other hand, more often are willing to back movements with money than with personal activity. Here lies the great weakness of business attempts at political influence. Its most reliable leaders all too often prefer to direct campaigns from country clubs and let their friends who want public office dodge the dead cats in the open. The American voter is prone to be skeptical of policies and programs supported largely by remote control.

6



Show a willingness to do more than contribute money to your political organizations. Lots of odd jobs wait for someone to do them

7



Contribute money to the limit of your ability in a legal way, help raise party funds. Business men can aid their groups in this field

8



Vote and help get out the vote on election day. Strangely, plenty of persons who curse the government are too lazy to travel to the polls

9



Win or lose, maintain contact with your public officials. It's nice to have your ticket on top, but do not pass up the winners, if you lose

seem to realize the first thing about their political obligations. Or, if they do learn, they do nothing about it. The situation is summed up this way:

The average business man thinks that his political duties end when every two years he sends a check (frequently small) to his party headquarters. The idea that he could be doing something constructive for business every day, in political campaigns and out, never seems to occur to him. His attitude toward elected public officials, especially members of Congress, often is that they should instinctively fight every battle of business aggressively, answer all criticisms, and vote correctly on every issue touching even vaguely on the welfare of business.

Occasionally, under prodding from some organization secretary, this type of business man may rise to the heights of militancy by wir-

slugging in all directions. Oh, yeah!

The truth is the leftist boys have been doing a much better job of promoting their cause than have the conservatives. Senator Taft of Ohio, who certainly holds no brief for the radicals, brought this fact sharply into focus during a debate on OPA. He said frankly that he thought the supporters of OPA, with whom he largely disagreed, were outdoing its detractors in presenting their case.

He knows that business today is in a battle for its life. On the theory that what is worth saving is worth fighting for, he wants to see it defended openly by business men. In other words he thinks they should toss in their bowlers, roll up (Continued on page 84)



Washington's Needle Industry

By CARLISLE BARGERON

THERE was a lifting of political eyebrows, but nothing more, back in the Coolidge days when the Vermonter's Secretary of the Navy, Curtis D. Wilbur, had to cancel a speech which he had scheduled because it was out of line with administration policy. Then, in Hoover's Administration, aides worked for almost a year to find out who in the State Department, under a *nom de plume*, was writing revealingly critical magazine stories on the Department. When the culprit's identity was learned he was bounced out of his job.

Editorial comment on the Wilbur incident included little or no criticism of Coolidge for "muzzling" a Cabinet member and, in the case of the State Department employee, it was generally accepted that he had been disloyal and got what was coming to him.

But nowadays such incidents would more likely reflect the serious ideological division in the Government and the two sides (rightists and leftists, as they have come to be called) would square off for a finish fight. The discharge of an employee doing what the State Department subordinate did would

AMBITIOUS young liberals in Government keep officialdom in constant swirl as they make full use of controversy and intrigue to whip up support for their pet theories



become a highly controversial matter. Disagreements on the high official level these days, more often than not, are not mere differences of opinion on a given action. They have deep philosophic roots.

In the presidential campaign of 1936, Stanley High, magazine writer and publicist, worked closely with President Roosevelt and high New Dealers. After their victory he wrote a story entitled "Whose Party Now?"

Mr. High pointed out that the heterogeneous groups making up the Democratic party had managed to work in harmony thus far, but there now was bound to be a struggle for control of the party. The White House promptly made known that he was no longer close to Roosevelt, but the struggle he

predicted has been developing in increasing intensity ever since.

Under President Truman the conservatives—or perhaps more appropriately, the middle-of-the-roaders—hold most of the high posts in the executive branch and in Congress. But what the "liberals" lack in numbers they make up in articulateness and a technique of warfare whose philosophy is that the end justifies the means. It keeps officialdom in a constant state of political turmoil.

Public brawls continued

SEVERAL months before his death, Roosevelt sought to bring an end to public brawls among officials on the higher level. He announced that any of these, feeling the urge to take his grievance to the public, must accompany it with a letter of resignation. This quieted the spectacle to which the public was becoming accustomed, even in wartime, of officials blasting each other in the headlines. The warfare since that time has been pursued largely through the device of peddling critical stories or "smears" to columnists and radio commentators, either by the high official himself or by his younger and more energetic aides.

Underlying the situation is the fact that it has become impossible to maintain discipline over the thousands of "bright young men" who have come into the sprawling Government in recent years. Unlike the average government employee of former days who was generally content with the security

which the job offered, these fellows are "actionists" who want to do things.

Scattered throughout the Government are hordes of young lawyers, economists, statisticians, and college professors, who assume the role of squad or platoon leaders. These articulate and assertive young men want to make a great adventure of their service in Government. More than at any time in history, the Government in the past 13 years has offered inviting careers to men of this type, most of whom, although they become indignant when called commies, fellow-travelers or even leftists, proudly admit to being "liberals" or left-of-center, the latter a label coined by Roosevelt.

Teeming with ideas, they have encouraged their bosses to get into the controversy and intrigue as a step toward becoming President. Many of these bosses, in so doing, have become casualties of the fight. Moreover, scattered throughout the departments in subordinate key positions, these young men have no fear of moving counter to the boss. In some instances they openly defy orders; likewise, they are adept at circumventing them, and the departments have become so large that it is difficult for the chief to know what is going on.

An example of the working of the present system occurred during the General Motors' strike. Early in the negotiations a group of economists in the Office of War Mobilization and Reconversion, led by youngish Robert R. Nathan, for several years looked upon as one of

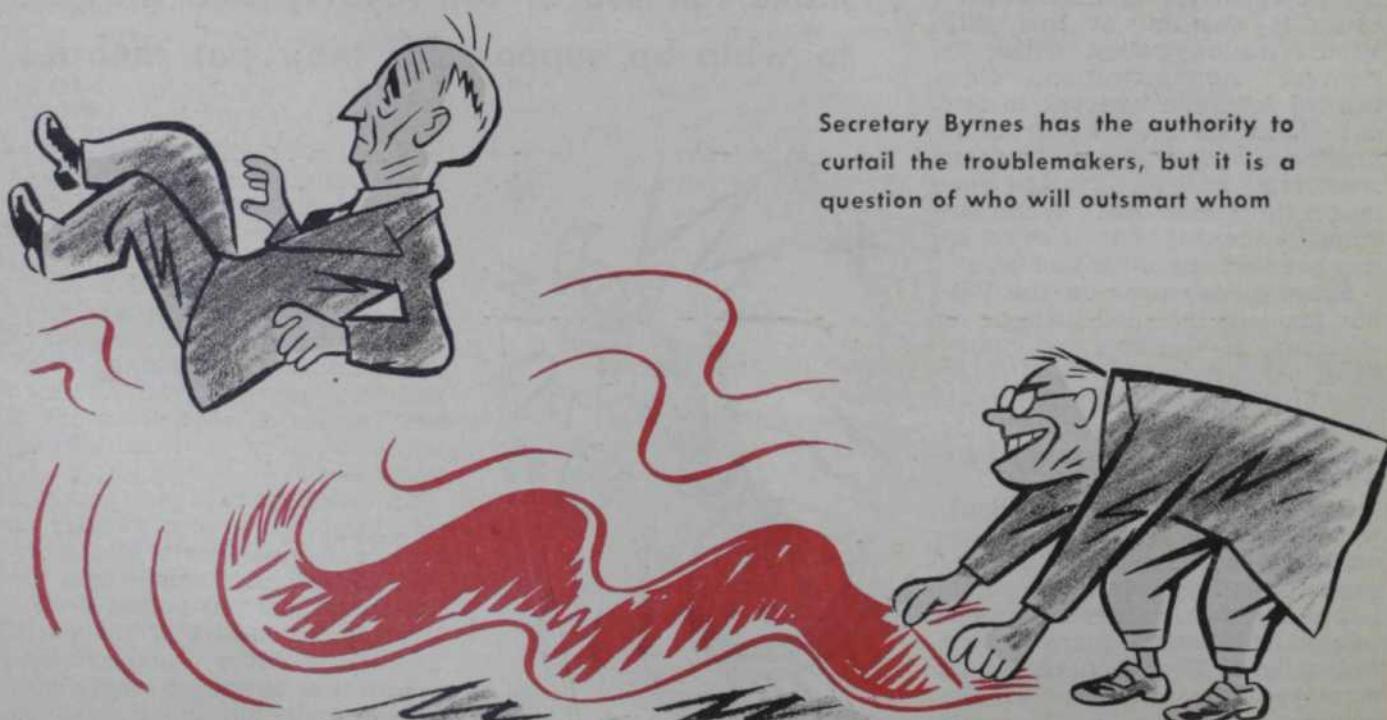
the brainiest of the "bright young men," prepared a report to show that industry could raise wages 24 per cent without boosting prices. Nathan tried to have it adopted by the OWMR's advisory board, but Albert Goss, president of the National Grange, and a board member, objected until it could be given study. Whereupon the report was "leaked" to the press, particularly to the CIO press. Shortly after this, John W. Snyder, then head of OWMR, and Nathan came to a parting of ways.

A couple of weeks later a formal report by the Department of Commerce said that the automobile industry could, without raising prices, increase wages 15 per cent immediately and ten per cent this year.

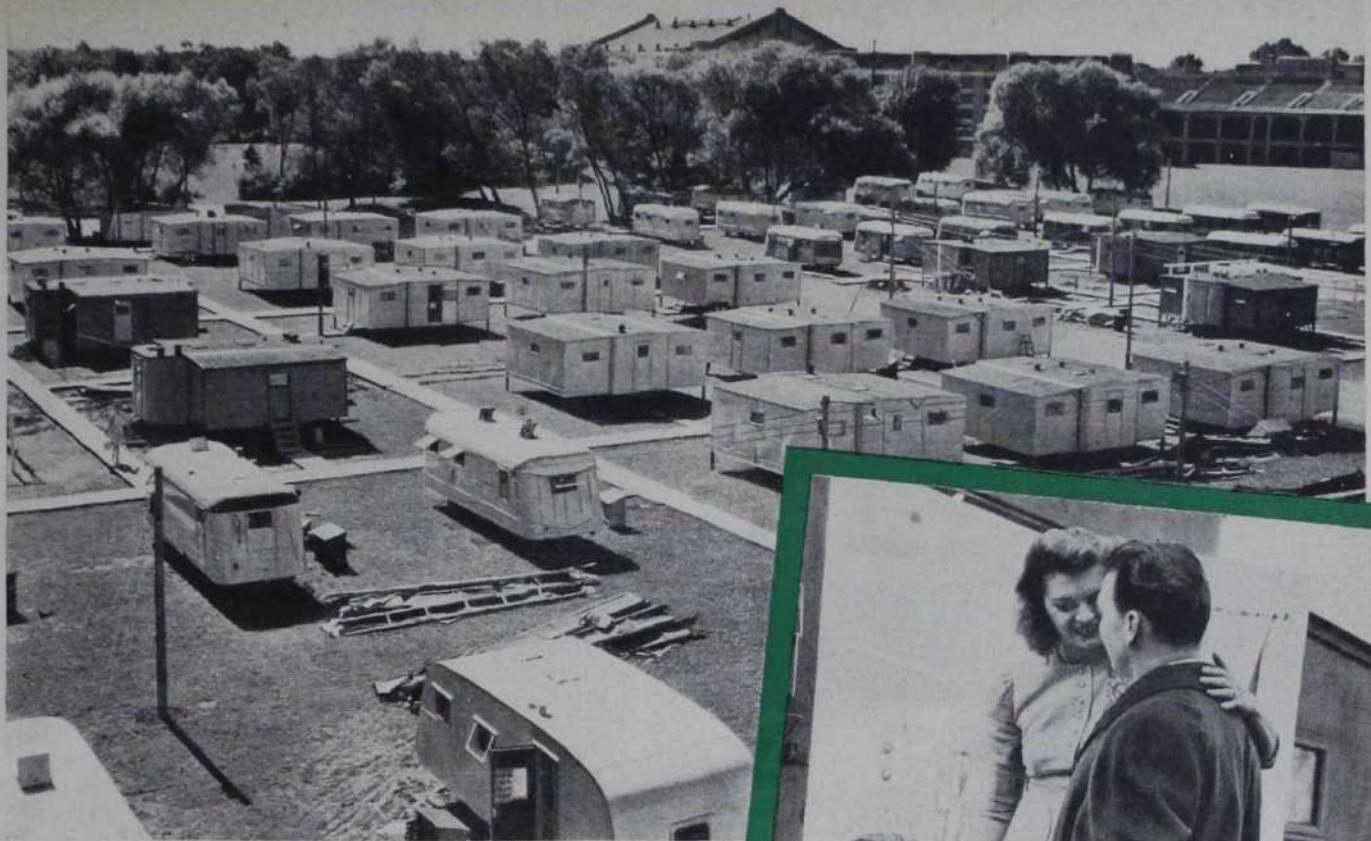
A report disowned too late

IT developed later that this study had been prepared by a young economist in the Department of Justice, previously with the OPA, and that his study had been made the subject of collusion between young government statisticians and CIO. Two days after the GM strike was settled, Secretary of Commerce Wallace repudiated it as just an "experiment in statistics." The damage had been done. Throughout the GM-worker negotiations the statistics had been used in propaganda before the public and the President's fact-finding commission which came into the case, as an official public document.

(Continued on page 97)



Secretary Byrnes has the authority to curtail the troublemakers, but it is a question of who will outsmart whom



The University of Wisconsin met its housing need by erecting a temporary community

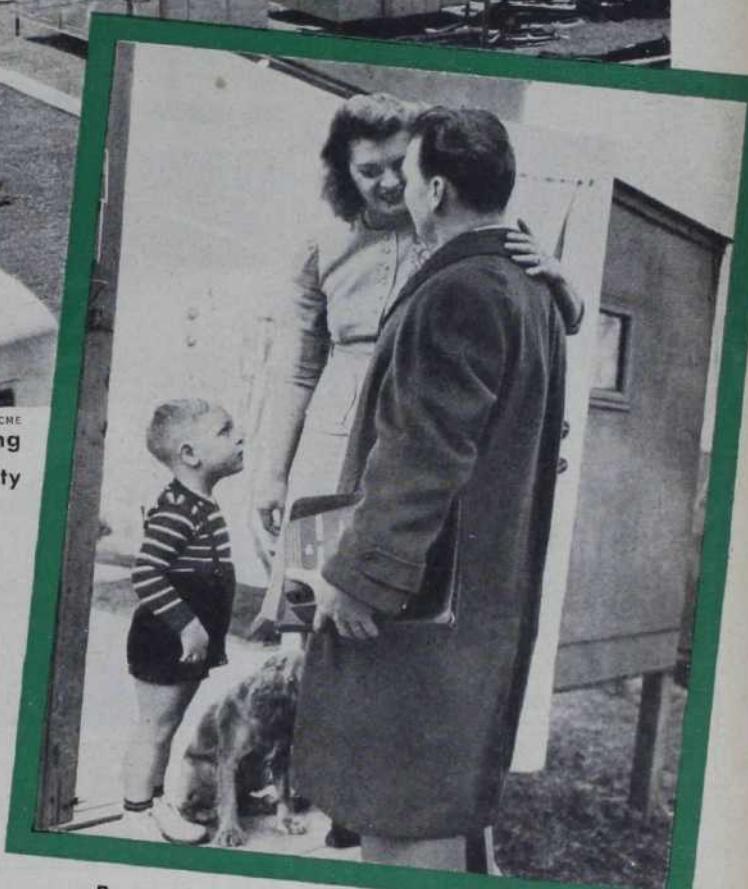
Youth Storms the College Portals

By GEORGE D. STODDARD

A YEAR ago the colleges were in despair for lack of students. Today they seek desperately to find housing and educational facilities for a vast army of students. Practically a student generation deferred its college education while giving military service to the nation. These men and women, returned from service, are resuming their education along with those who were too young for the armed forces.

Before V-J Day, 2,700,000 veterans had been released from military service. In the year following V-J Day, 11,000,000 additional veterans were discharged. Eventually there will be more than 16,000,000 veterans of World War II.

These veterans, especially the younger men and women with few dependents and only a short in-



Penn State student bids wife and son goodbye as he leaves their trailer home for his classes

terruption in their education, are seeking college admission in large numbers. Studies made in New York State indicate that about 16 per cent of this younger group is qualified for and seeking college admission. The figure for all veterans is about 10 per cent.

Perhaps 1,000,000 veterans will try to enter college this fall. As more of the younger veterans are discharged, the total should be about 2,500,000—nearly twice the total college enrollment in 1940.

The GI Bill of Rights has introduced a new democratic note in higher education. Colleges and universities are supported by tuition and fees paid by students, by gifts, by income from invested endowments, and by public taxes.

No matter what type of support a college enjoys, a prospective student has to meet a considerable part of the expenses for board, room, clothes, books,

travel, and special fees. In addition, the student and his family must be in a position to forego earnings. The GI Bill changes all this.

Emergency measures, such as double shifts in use of classrooms, laboratories and dining-rooms, are the order of the day. Temporary housing is being made available almost everywhere. Colleges are expanding their campus facilities as well as setting up new centers off the campus. In New York state, for example, ten colleges have joined forces in establishing a new institution at a former naval training station. High schools, institutes and junior colleges are called upon to meet the upsurging demand.

Small wonder that college administrators and public leaders are asking, When will the extraordinary bulge in attendance reach its peak?

The answer depends, in part, on the employment situation for the next few years. It depends also on

the type and quality of the educational programs. A veteran must resume his schooling within four and complete it within nine years after discharge or the official end of the war, whichever is later. It is estimated that the highest enrollment will come between 1948 and 1950.

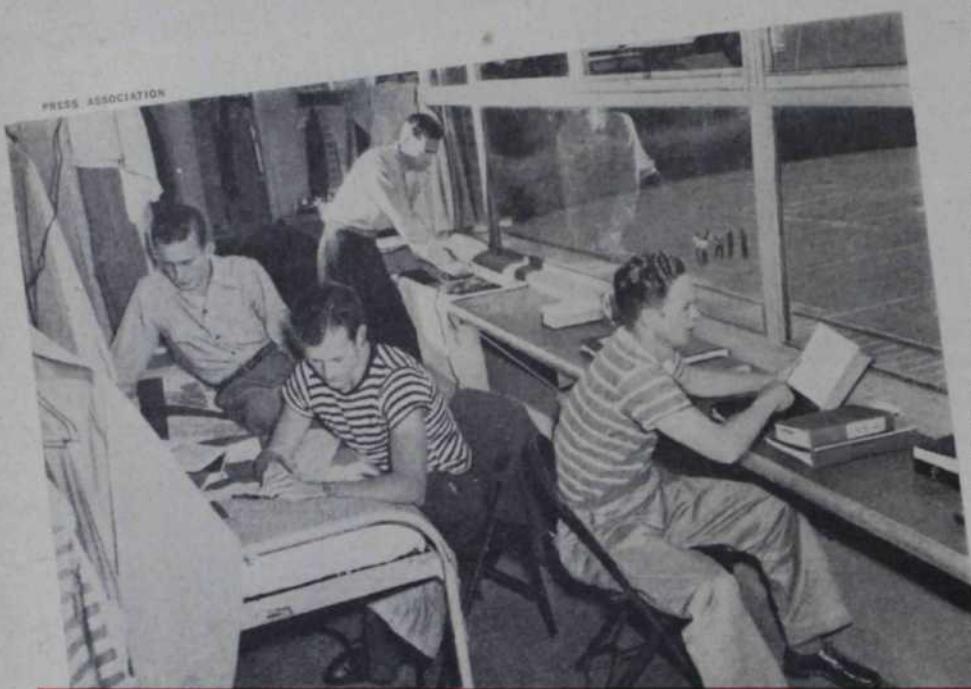
School enrollment trends upward

WILL we return, after a generation of veterans has finished, to the prewar college enrollments? Not at all. There is a long-time upward swing.

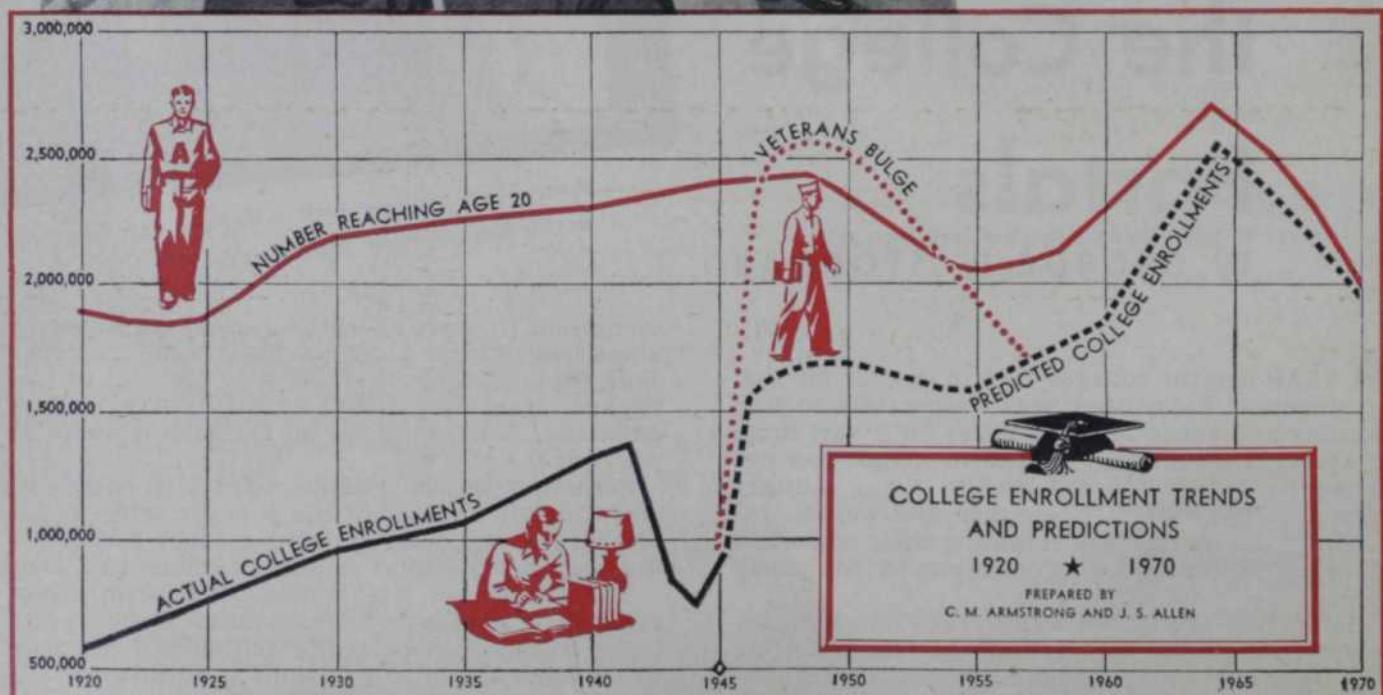
The secondary school enrollment in the United States increased from 358,000 in 1890 to 7,709,000 in 1940. College enrollment has increased two and one-half times each 20 years since 1900. At this rate the enrollment will jump from 1,493,000 in 1940 to about 3,700,000 by 1960.

In a report prepared for the House of Representatives by the American Council on Education, it was predicted that there would be about 3,600,000 in the colleges of the country by 1960. Treasury Secretary John Snyder, while serving as Director of War Mobilization and Reconversion, made a report to President Truman on the veterans and higher education, saying that "there is every reason to believe that college enrollments will reach 3,000,000 by 1955."

However, Dr. Fred Kelly of the United States Office of Education has called attention to factors that may cause variation from these predictions. Employment opportu-



Southeastern U even put students in the press box when at a loss for space



Approximately 3,000,000 students are expected to be enrolled in American colleges by the early 1960's. This all-time high total is based on a long upward swing in registrations



INTERNATIONAL NEWS PHOTO

Vassar, famed citadel of learning for women, is permitting a few males to take its courses



WIDE WORLD

Trailer set up near the University of Missouri provides home for student veteran and family

nities, the attitude toward the employment of 18 year olds, the status of military training, and the success of the Army recruiting program all may make a difference. There will be some loss through the lowered birthrates in the prewar years.

On the whole, approximately 3,000,000 college students by the early 1960's is a reasonable prediction of what the colleges should plan for in the next 15 years.

It is expected that veterans and others will graduate or drop out more quickly than the incoming students can get ready to take their places. A drop from the peak enrollment of 1948 should be expected in the late 1950's. This will reflect the end of veterans' education and also the lower birth rate of the late 1930's. The greater birth rate of the 1940's and the increases in high school graduates should bring college enrollments back, after 1960, to the long-term trend line.

What will happen if we double the percentage of youth of college age who go to college? The more people we educate, the less valuable the education will become in terms of higher pay. If everyone had

a college education, it would have no competitive value; in a limited economic sense it would become valueless—like the air. However, just as the air is priceless in terms of human existence, so education would remain priceless in terms of maintaining our civilization.

If a large percentage of the population graduates from college, there will be more graduates than are needed by the occupations normally drawing on this class. The persons with the least ability will be in the surplus group that cannot get these jobs. They may find the financial benefits of college education to be small. On the other hand, a person of high ability not attending college would find the financial loss very great.

Progress needs education

WE CAN afford to increase sharply expenditures for education. Our best scientists would be helpless to achieve the miracles they perform if they were not supported by many lesser but still well trained scientists and production people. There is little advance in productive efficiency unless there are engineers and executives who can produce the article at a low unit cost. The educational system helps the genius who makes the discovery as well as the man who translates ideas into practical use. At the same time it spreads the new knowledge over the whole world.

Not all education is vocational. In the non-occupational areas there is no limit to the importance of knowledge for an intelligent voting people. Society is also benefited when increased training results in better leadership. Communities benefit when a citizen recognizes a local deficiency and organizes remedial action. We need an educated citizenry if

(Continued on page 81)

Going, Going, You're a

By JACK B. WALLACH

IF YOU raise your son to be an auctioneer, he may wind up on a cigarette radio program, or as the maestro of an auction gallery doing a business currently of more than \$6,000,000. No matter which—it won't be hay.

One of the most fascinating features of the auction business is that there's a bidder born every minute, and probably still another to top him. Just what makes people, who otherwise seem sane or normal, bid \$25 for an old something they can buy around the corner brand new for \$5 is a mystery. But, like that other great mystery of life, hash, the hungry don't want to solve it, they just enjoy it.

It is pretty generally acknowledged that the "Tiffany's" of the auction galleries is Parke-Bernet Galleries at 57th Street and Madison Avenue in New York City. During the recent season, Major Parke,

whose serious mien and imper-
turbable air conceals a lively wit,
estimates that more than \$6,675,-
000 worth of business was trans-
acted.

That itchy money bought every-
thing from oil paintings to postage
stamps, rare and costly books to
antiques of every description;
jewelry and silver, in fact, all of
the non-essentials of living.

One of the outstanding events of
the Parke-Bernet season was a sale
of 20 paintings. Before the sale,

\$65,000 was offered for eight of the
paintings. This bid was rejected.
Major Parke confided that he ap-
praised the pictures at \$147,000. He
probably shuddered at his modesty,
because, on sale, the canvases
brought \$221,500.

One of the paintings, an Albert
Ryder, found at least two bidders
so eager to acquire it that its price
went to \$24,500. The next day the
successful bidder presented the
work to the National Gallery in
Washington.

Major Parke wasn't overly im-
pressed; he recalled that a Miss
Sullivan once paid \$27,000 for a
Ryder which he, too, sold.

In these days when everybody's
money is tied up in cash, there is
really no telling what things will
bring at auction. Major Parke re-
lates that the evening before
Frank Crowninshield's art collec-
tion was put up at auction, Mr. C.
allowed that he would be satisfied
with a check for \$80,000 and be
agreeable if the gallery garnered
the difference.

Imagine Mr. C.'s surprise when
his collection realized something
like \$185,000!

Among the top prices paid dur-

One auctioneer had
the task of selling
property left by a
widow to her pets



GONER!

At every auction you will find a woman sure to buy some item that will drive her husband into a storm



There is the itinerant auctioneer who covers almost as much area as an airman



PAUL HOFFMASTER

ing the season were \$14,000 for a Paul Revere teapot and \$15,000 for a silver cup made by one John Coney of Boston. Such things are known as collectors' items. For a Rembrandt painting, Billy Rose, New York night club operator, shelled out \$75,000.

When Franklin D. Roosevelt's stamp collection, or a part thereof, was put up at auction, it brought more in the first session of the sale

than the most optimistic had hoped the four or five sessions would realize. The amount paid for the rare adhesives totalled some \$120,000. This is not too important a sale at a place where a lot of majolica ware, collected by John Schiff, emptied the auction galleryites' bankrolls of \$160,000.

Jewelry sales brought record prices for two reasons. Jewelry is exempt from federal excise taxes when it is the property of an estate, and a shortage of choice pieces in the market caused dealers to flock to auctions to sweeten

their stocks. One sale rang up \$433,000, while another drew \$268,000 from a crowd that overflowed the auction room. Such amounts add up swiftly when \$32,000 is paid for a bracelet, \$35,000 for a necklace and \$26,000 for a diamond the size of a full-grown grape.

The bibliophiles had their day, too, in a season which saw the manuscript of Lewis Carroll's "Alice in Wonderland" change hands at \$50,000 and a first folio edition of Shakespeare bring a like amount.

But before anyone gets the idea

that auctions are only for the rich, let us switch to auctions that attract the common people. They, too, have their fun and their foibles, and they bid just as spiritedly, even if the amounts do not reach three figures and yonder.

Buyers are selective

O. RUNDLE GILBERT might be called the itinerant auctioneer. His gallery is where items are to be sold and, in the course of a season, he covers almost as much territory as the pilot of a superfortress.

According to Mr. Gilbert, the most selective buyers on his beat live in Boston. He credits them with not only recognizing good furniture, but being willing to pay appropriate prices. Western New Yorkers go for Empire Period furniture, which is hard to dispose of in New York City where Victorian backbreakers are in demand.

The traveling auctioneer confides there is no accounting for human behavior at a sale. One New Englander, immune to Yankee traditions of thrift, bid in a radio at \$67.50, blithely ignoring the \$9.85 price tag. Another man bought a dilapidated brass bed for \$25 which the owner had picked up in town for \$1. The buyer said it was worth the difference to have it when he needed it.

Mr. Gilbert looks genuinely disappointed when he confesses that diamonds, paintings and fine books can't be sold successfully outside of the big cities. He believes it is because cosmopolites have a greater appreciation of such things, as well as more loose cash with which to buy.

One of his most interesting sales

was the property of a widow who left her estate to a group of cats and dogs. After years of disposing of the cats and dogs of others, it was quite a novelty to be selling *for* them.

Mr. Gilbert agrees with other auctioneers that the demand for auctions is even greater than it was during the war. He points out that porcelain figures, Victorian chairs and whatnots are bringing double their midwar prices.

Dealers are the life of many auctions. They not only buy heavily, but compete among themselves. In some cities, as much as 80 per cent of the auctioned articles go to dealers. But outside of city limits, private individuals bid in about 85 per cent of the goods.

Summer auctions are big attractions, Mr. Gilbert feels, because they provide a day of relaxation, and a chance to keep in bidding trim while the galleries in town are shut. Two years ago, he recalls, when gasoline rationing was a deterrent, 600 people attended a three-day sale in the Adirondacks.

Everybody and anybody can catch the auction fever. The regular Gilbert followers include Marian Anderson, the singer, and the De Marcos, the dancers. Greta Garbo is an inveterate auction-goer, as is Gypsy Rose Lee.

An invariable character at every auction is the excitable woman who buys an odd piece of some kind, and then discovers she has no use for it. Occasionally, the husbands of such impulsive women threaten to sue, but eventually become reconciled to fate.

One well-known citizen petitioned Mr. Gilbert to send auction notices to him, and never to his

wife, after his spouse bought a station wagonful of kitchenware because it cost only \$15. Proof of the fickle nature of auction habitués is offered by him in a dresser he has sold a half dozen times in a decade.

Generally speaking, he observes, it is the cheap, nondescript article that brings several times its worth, while a really fine piece sells for a fraction of its value.

Not always, however. For instance, in the past year a couple turned over to Mr. Gilbert a Louis XIV bed to be sold. He appraised it at \$500. The couple decided to make a holiday of it and came to town to see it auctioned. After they had hung around town for three days, the bed was sold while they were out to lunch. Their disappointment was relieved by the fact that it brought \$1,400.

Auctions have drama

EVERY auction gallery has tales to tell. Last winter one snow-bound woman got to a sale in time to bid for an Oriental rug which was just being knocked down to a dealer for \$200. She settled down to some serious bidding, and emerged the proud possessor of it for \$800.

One auctioneer tells the story of an older woman who got drowsy at a sale and fell to nodding. She awoke to find that she had bought every lot. More factual, however, is the occasion when a woman, a trifling addled, actually did buy every lot offered. A few weeks later the woman's brother shipped back to the gallery some \$45,000 worth of assorted bric-a-brac to dispose of.

It is true that one may find himself the involuntary owner of a lot

(Continued on page 94)

A complete Missouri town went under the hammer of an auctioneer early in the year for a round \$10,000



Is Prohibition Coming Back?

By JUNIUS B. WOOD



The wets and drys are engaged in an all-out battle to sell their views to the public. Who will win, only time can tell

PROHIBITION is again a big issue in the United States.

The campaign is on a mass production scale.

Churches, schools, newspapers, magazines, radio, movies, taverns, and bottled goods stores are being used. Write a postcard, sign a petition or make a contribution, even one cent is welcome.

There are thousands of separate contests in states, counties, townships—even city precincts, each tempered to local conditions. Beyond these skirmishes looms the big battle for a return of national prohibition.

Drys estimate the country has 50,000,000 drinkers—500,000 alcoholics, several million habituals and the rest social tipplers. The drys conclude that, if 6,500,000 mount the waterwagon, the major

ity sentiment of the voting population would be dry.

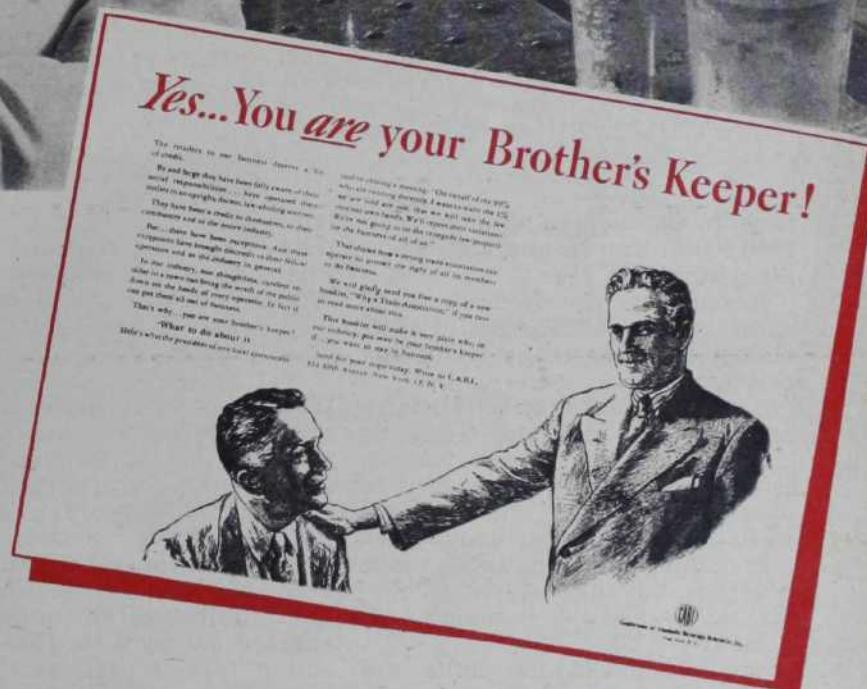
Those in the alcoholic beverage industries see the stern face of national prohibition behind every corner. But veteran dry leaders say prohibition is a long way off.

That Kansas, Mississippi and Oklahoma are legally dry states is the simplest statement on which both wets and drys agree. Both will tell you this—though these states

are no more dry than many another.

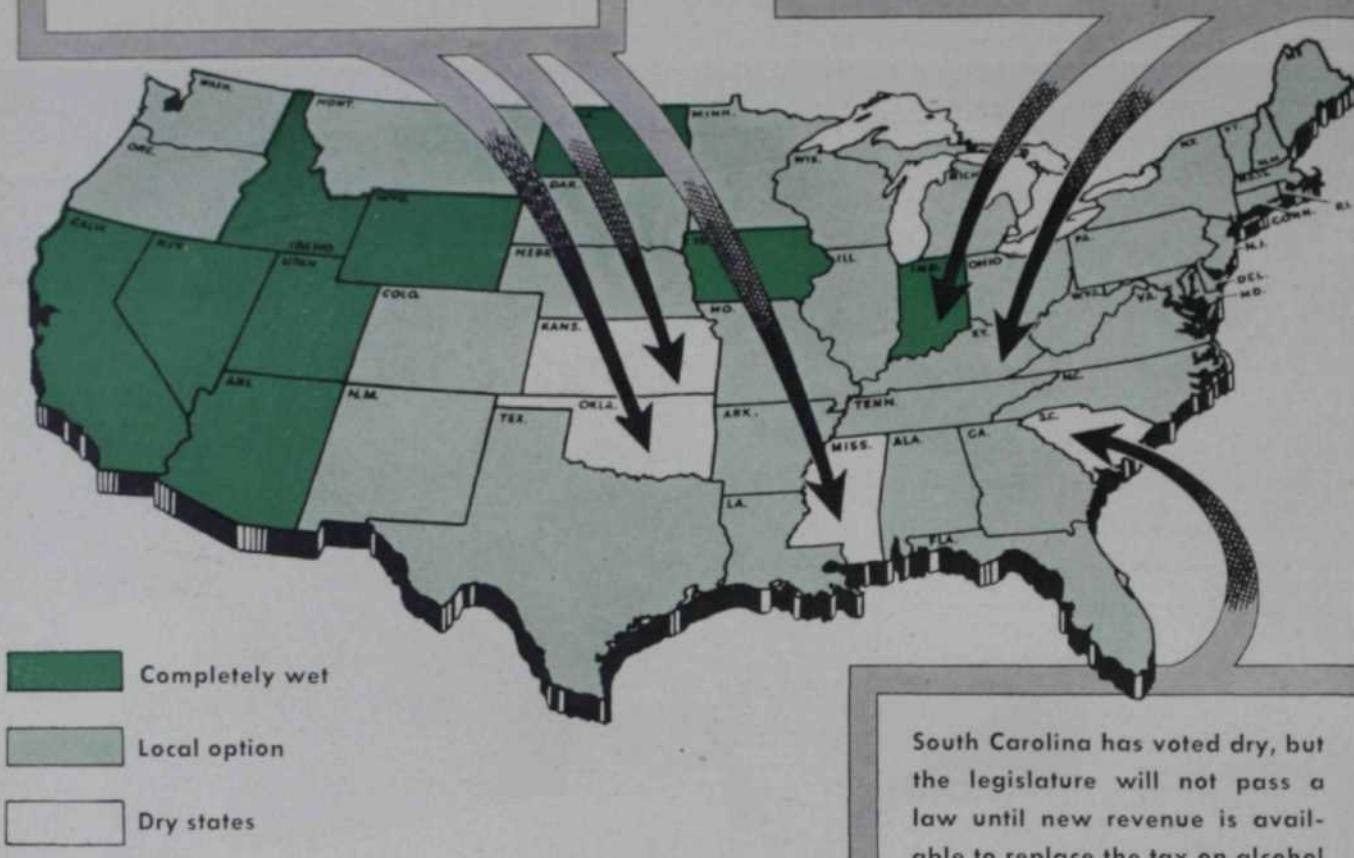
Drys proudly claim the three states have been true to prohibition for nearly half a century, the only ones which have not recanted since repeal.

But the federal Government is not concerned with state or local laws. Where it finds liquor made and sold it collects taxes. It collected almost \$2,000,000 in liquor



Three states, Kansas, Oklahoma and Mississippi, have been true to prohibition legally for almost 50 years but none can be described as actually dry

Drys claim that Indiana and Kentucky are just around the corner by way of forecasting another prohibition victory



South Carolina has voted dry, but the legislature will not pass a law until new revenue is available to replace the tax on alcohol

taxes in Oklahoma and more than \$100,000 in Kansas and \$200,000 in Mississippi last year.

Revenue agents seized 609 moonshine stills in Mississippi in 1945, almost twice as many as in the previous year.

Sale of whisky by physician's prescription, wine for religious ceremonies and 3.2 beer in Kansas and Oklahoma or four per cent in Mississippi is legal. The Government taxes anything above one-half of one per cent as an alcoholic beverage, but these states, as others, say it does not become "wet" until above 3.2.

Though moonshine stills are small in the national picture, the Alcohol Tax unit reports 7,521 seized in 1945—95 per cent of them in 14 southern states.

Distilling tax free "white lightning" is not a cardinal sin in the South, but juries occasionally convict a moonshiner. One repeater who expected the worst wrote to the warden of the penitentiary where he had been a frequent guest:

"The revenoos who busted my

latest still said it was the best they'd ever seen. All credit is due to what I learned in the prison shops. Will be back soon."

Definitions vary

IF DRY is a misnomer for three states, it is even more uncertain in 29 others. The Repeal Act left control to the states themselves and their definitions of an alcoholic beverage differ.

Thirty states and the District of Columbia already were dry when the prohibition amendment was enacted January 16, 1920. At the end of 1934—repeal came December 5, 1933, after 14 years, lacking six weeks—31 states elected to be dry, but not the same ones. State repeals followed.

In 1935, 19 continued dry. By 1940, when Tennessee went wet, only three still remained dry.

Since then South Carolina has voted dry, but the legislature will not enact a dry law until another source of revenue is found. Drys claim Kentucky and Indiana as just around the corner.

Thirty-six wet states permit local option by counties or smaller election units. In Illinois, for instance, it is limited to municipalities and townships and, in Chicago, by precincts. Of that city's 3,029 precincts, 128 have voted dry. Only one ever changed back to wet. The city has 9,320 retail liquor outlets, roughly one to 400 inhabitants.

Each year thousands of separate contests have occurred in scattered counties, cities, villages, townships and precincts throughout the country. The drys report 18,391, of which they have won 11,243 since 1934. Last year there were 645 elections. The drys claim 412 victories.

But the wet's tally for the same year shows only 179 dry. Both figures include 246 elections in Vermont where the question is submitted annually.

The variation in figures results from the difference in basis on which each side claims victory. The drys claim a victory when an election bans all alcoholic beverages, when it bans those with more than 3.2 per cent alcohol which lets in beer, when it bans only above 14

per cent alcohol which lets in table wines, when it forbids sales by drinks, by the package, or both, or when it forbids sales on Sunday or sets up any other restriction.

Nearly one-fifth of the population of the United States lives in dry territory. However, increased liquor consumption has been keeping pace with increasing dry areas. Kentucky, Georgia and Tennessee, tops in dry areas, lead in consumption increases, each from 49 to 62 per cent. Last year the entire country consumed 2,826,710,000 gallons of alcoholic beverages at a total cost of \$7,790,030,000. Beer led in volume with 2,527,710,000 gallons costing \$3,015,030,000. Spirits led in dollar volume with 190,000,000 gallons costing \$4,385,000,000. Wine consumption totalled 110,000,000 gallons costing \$390,000,000.

To these totals may be added an estimated \$779,000,000 of bootleg sales, visible in the hills but not on Washington's books.

Alcoholic beverage tax payments were \$3,074,173,518, including \$2,412,173,518 to the federal Government. The balance was paid to state and local governments.

Nevada has a retail liquor outlet for every 50 inhabitants. It also has temperance groups which are the outposts of national organizations.

Twenty-four organizations in-

terested in the prohibition movement meet annually in Washington to discuss aims and accomplishments and map campaigns. This conference is known as the National Temperance and Prohibition Council. Bishop Wilbur E. Hammaker of Denver, who also heads the Methodist Church Board of Temperance, is president.

Protesting to FCC

THE Council backed a protest made by the Rev. Sam Morris to the Federal Communications Commission against renewing the license of Radio Station KRLD of Dallas. The Rev. Mr. Morris is the featured crusader of the Anti-Saloon League. Station KRLD had sold time for beer advertising but allegedly refused it to prohibition speakers and the protest followed.

The latest enthusiasm of Council organizations is promoting a postcard writing campaign to newspapers, magazines, radio stations, movie studios and stores which accept advertisements or are tolerant to alcoholic beverages.

Stickers with assorted protests are sold by the dry organizations to be pasted on advertisements or postcards. Enthusiasts who don't find enough magazines at home are advised to

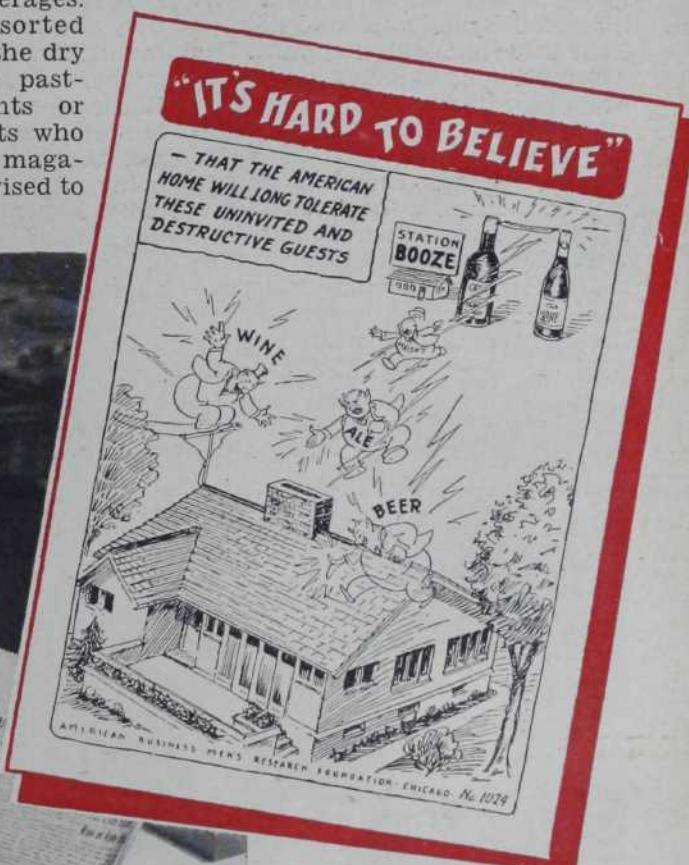
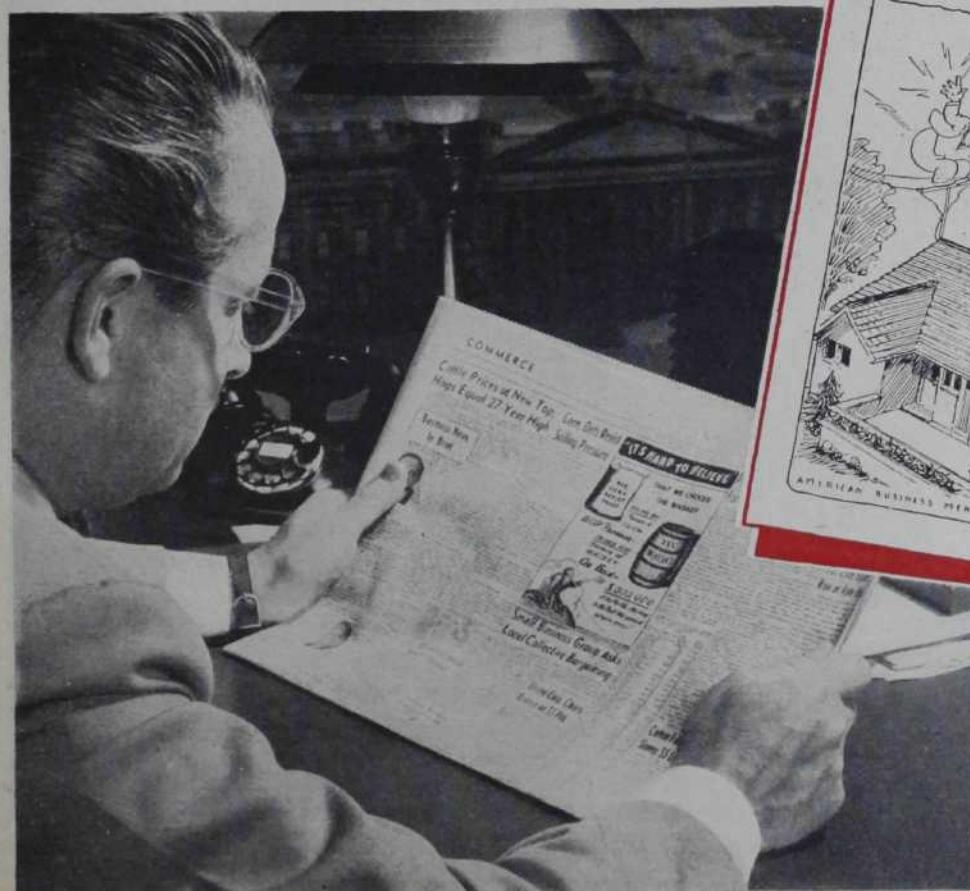
read those in public libraries and use postcards instead of tearing out pages for protests.

That American editors, radio stations and others are influenced by wet advertisers is a favorite charge of dry orators. Liquor advertising is a comparatively small part of their receipts. Distillers report spending \$50,000,000 a year for all advertising. The drys raise this to \$100,000,000 by including the cost of wine and beer advertising, posters and bar signs.

Individual accounts are not out of line with what other businesses spend. In 1945, Distillers Corp-Seagram with \$6,033,000, the largest advertiser of alcoholic beverages, was last among the country's ten largest advertisers—soap, food, drugs, clothing. Its advertising budget was less than two per cent of its sales, while one in this limited group topped 16 per cent.

National headquarters of the Anti-Saloon League is on the second floor of a sagging frame building across the street from the

(Continued on page 76)



Clever cartoons are being used by both sides to win followers. Liquor people started this, drys copied



Clare Luce: Senate aspirant

INTERNATIONAL
NEWS PHOTO

They Wear



THE WASHINGTON habit is to talk about "The Congresswomen" as if they were set apart from their male colleagues in a kind of cozy little trade union all their own. The assumption is implicit that they are a closely knit group, that they stick together, think alike, and so on; in short, that their membership in the most exclusive gentle-women's club in the world automatically makes them chums.

The fact is that in a trade not remarkable for personal independence, the congresswomen are highly individual operators whose

principal common interest they share with their male colleagues, to wit: A desire to make good and influence voters. Their backgrounds and personal characteristics are as varied as their talents. It is for precisely this reason that they are the happiest augury yet found for woman's political future.

There is no woman's angle in the House. Speaker Sam Rayburn and Minority Leader Joe Martin never ask the ladies for the feminine point of view. They realize the ladies know their politics and will be guided accordingly.

That the congresswomen usually operate upon a somewhat higher level than the average congressman is due—ah, heresy!—not to

feminine idealism, whatever that is, but to the indisputable fact that they are, by and large, above the level of the House in looks, charm, education, brains and character. This is not a personal opinion, it is generally conceded.

The reason is, after all, obvious: They had to be extraordinary in the first place to get there. It requires real fortitude for a woman to brave professional politics. She is not, to begin with and despite lip service freely rendered by the gents, any too welcome. She cramps their style a bit and then there are men who can use the jobs. The House pays \$10,000 a year and perquisites and it will soon be more.

After she has summoned up her



Three Republicans, Edith Nourse Rogers of Massachusetts, left, and Senator Taft and Frances Bolton, both of Ohio, confer on legislative strategy during a luncheon

ACME

No Man's Collar

By DORIS FLEESON



THE FEMININE point of view forms no bloc in the House. Each is an individualist, knows her politics, acts accordingly



The dean of congresswomen and three of her colleagues: Left to right, Mrs. Emily T. Douglas, Mrs. Woodhouse, Mrs. Norton, the dean, and Mrs. Helen G. Douglas

ACME

courage for the icy plunge, a woman has to prove not merely that she can do the job well, but that she can do it better than a man. She may—indeed she must—have friends and an organization supporting her aspirations, but she has to sell the voters the conviction that she has it all over a Joe Glutz.

Another of her problems which is a test of her humor and control is that, more than most career women, she is completely on dis-

play. An aspiring newspaperwoman needs chiefly to convince editors and they don't ask about her private life. The woman politician braves a cross section of the American public who put her under a microscope. Little is forgiven; nothing forgotten.

Any woman then who can attain the House and stay there has unusual qualities. Every one of the current crop can claim "first woman" achievements or other

distinction. They are still, after 25 years of woman suffrage, pioneers in their field with all the word implies of superior force of some kind.

Any presumed advantage by reason of their sex is a myth. Charm of course will always pay dividends in man or woman as will wit, affluence or fineness of character. But femininity is not a political asset.

Joe Martin, a fair and downright Yankee, says that the "terrific" handicaps of the women who elect

congressional service far outweigh any dividends that might accrue from their sex.

Both Martin and Rayburn have won their E awards from the congresswomen. Both are rated fair and are popular. Both happen to be bachelors. What this has to do with their ability to get along peacefully with the women who must depend upon them for counsel, help and plain favors is outside the scope of this article!

Women treated equally

THEY chivalrously contend that they never have problems with the ladies. It is well known, however, that they tread warily not only in apportioning the women their due, *vis-à-vis* the male members, but as among themselves. The women have a healthy competitive spirit and it sometimes requires real diplomacy to parcel out assignments among them. This is true of the men but the spotlight is on the 11 women, not the 424 men; besides among 424 the leaders can explain that many a sparrow must fall, while it is imperative to treat only 11 women as equitably as possible.

It is a great tribute to them that the women never have had a public quarrel, never backbite, never have allowed themselves to be

be said that the women are discreet in private also, though they are not all friends.

An analysis of the congresswomen leads to no conclusions regarding either party's policy toward women nor what type of women a particular party will produce. Of the 11 who are the subject of this *aide-memoire*, six are Democrats, five are Republicans. Of the two elder stateswomen, Mary Nor-

ton of New Jersey is a Democrat; Edith Nourse Rogers of Massachusetts, a Republican.

Two Republicans are millionaires, Mrs. Luce and Frances Bolton of Ohio, while the Democrats are exclusively career women. But Mrs. Luce is a fabulously successful career woman and Mrs. Bolton was never the ivory tower type.

All the women in Congress are liberal in their outlook except Jessie Sumner of Illinois. Miss Sumner, a conservative isolationist Republican and favorite of the Chicago Tribune, is linked in Washington opinion with the small group of congressional extremists.

Labor has little quarrel with the voting records of the women, except Miss Sumner. In general the Democrats are more outspokenly pro-labor which is their party line. Mrs. Norton is chairman of the labor committee. Helen Douglas,

(Continued on page 70)



HARRIS & Ewing
Georgia sent
Mrs. Mankin



ACME
House favorite
is Mrs. Smith



ACME
Miss Sumner of Illinois



INTERNATIONAL NEWS PHOTO
North Carolina's Jan Pratt

maneuvered into unfortunate competition. An attempt to pit Republican glamour girl Clare Boothe Luce against Democratic g.g. Helen Gahagan Douglas fizzled utterly. On their first public meeting they shook hands and said they weren't having any, thanks.

As nothing juicy in Washington remains secret long, it can almost

Trade Revolution—U. S. Style

By HERBERT BRATTER

IN THE past 15 years, world trade has undergone a revolution. The Hawley-Smoot Tariff Act passed by Congress in 1930 boosted our tariff protection to an all-time high—and encouraged barriers to commerce. The depression brought additional obstacles to foreign trade.

Before the war, fascist governments used commercial trade as a weapon of economic warfare. When World War II broke out, control of foreign trade by government became universal. The appearance of socialist governments in numerous countries tended to "justify" the employment of trade controls as an instrument of public policy.

Now, however, a counter-revolution—led by the United States—may be setting in.

BARRIERS to world trade will be a thing of the past if Uncle Sam gets his way in coming meetings. Chief question is how much support he will receive from the other countries

The U.S., strongest surviving advocate of private enterprise, has been working since long before V-E Day for freer and greater world trade. Toward this end, the U.S. last December invited 15 other governments to join it in drafting a charter for an International Trade Organization and negotiating reductions in trade barriers. The step was taken in preparation for a world trade conference to be called later by the United Nations.

Shortly after the Economic and Social Council of the United Nations was formed last spring, the Council—at the initiative of the U.S.—adopted a resolution calling for an International Conference on Trade and Employment to be held late in 1946. (It has since been postponed about a year.)

At the same time, the Economic and Social Council created a preparatory committee representing 18 countries, including those previously invited by this nation to make ready for the trade meeting.



America proposes to promote commerce and industry by removal of barriers, reopening of foreign markets

This committee will meet in London next month. The experts are expected to carry on their discussions for several weeks, return home with the results, and early in 1947 meet again to draw up a charter for the International Trade Organization.

Duties are outlined

THE International Trade Organization will deal with the problems of restrictive trade practices and govern the institution and operation of intergovernmental commodity arrangements. Without such an organization, there would be little point to setting up the World Fund and World Bank, lending billions through the Export-Import Bank or in direct credits to Britain and many other countries to purchase new goods and surplus property.

The negotiation of tariff and other reductions of trade barriers among the interested countries will result in multilateral agreement, as contrasted with bilateral agreements which this country has made.

The coming international conferences face difficult problems. The United States wants other countries to scrap preferential and discriminatory devices of recent years which throttle trade. Other

countries, in turn, want greater access to American markets for their goods—which means lower U.S. import duties.

America's trade philosophy was spelled out in a document made public last year, "Proposals for the Expansion of World Trade and Employment."

Under the heading of restrictions imposed by governments, the Proposals suggest limiting quotas and embargoes to specific cases and avoiding discrimination in their application. They seek substantial tariff reduction and elimination of tariff preferences.

Subsidies, particularly on exports, would be supervised, if not eliminated. Local taxes discriminating against imports would be outlawed, and governments which engage in state trading would be asked to give fair treatment to the trade of friendly states. They also would be asked to conduct trade on economic grounds alone, and to negotiate the use of import monopoly as protection to domestic producers.

If next spring's trade agreement negotiation is successful, considerable progress toward achievement of these aims will have been made. But such questions as those dealing with the elimination of subsidies (internal as well as export) will be difficult even for the American Government to agree to.

The Proposals recommend certain restrictions on subsidies which affect foreign trade. "Subsidy" is defined as any form of internal income or price support, as well as the sale of goods abroad at less than the sale price at home. In obvious deference to the difficulties, the Proposals merely require countries members of the ITO to inform that body of the extent, nature and reasons for internal subsidies and to discuss possible limitation of the quantity of the product subsidized.

As to the export-subsidies provision, the Proposals would allow three years for their elimination. Even then a member would be permitted merely to tell ITO why it considers itself unable to comply with its undertaking, and to obtain postponement. Furthermore, if a commodity is or threatens to become "in burdensome world surplus" and cooperative measures prove unsuccessful, export subsidy would be permitted.

Difficulties expected

STATE trading will be a difficult problem, especially in the case of the USSR, should that country participate in the conference. To draw up a code of foreign trade practice to which both capitalist and communist countries can adhere is no mean task.

The problem posed by Russia is broader than the territory of the USSR. The House Committee on Postwar Economic Policy and Planning in a recent report states:

"It will be seen from Russia's relations with border states that a new type of soviet control, joining economic and political advantages, is emerging which makes a substantial extension of multilateral trading with these countries impossible."

Nor is state trading just a Russian practice, if bulk buying be so classified. This was shown when Assistant Secretary of State William L. Clayton protested last summer that the now consummated United Kingdom contract to fill the next four years' wheat requirements in Canada violated the spirit of the Proposals. The British Government subscribed in general to the Proposals when the UK loan was negotiated. The Labor Government sees many advantages to bulk buying and allocation of essentials, such as Danish butter and bacon. Indeed, even the U.S. Government still engages in bulk buying; e.g., the Cuban sugar crop.

The Proposals require ITO members engaging in state trading to treat other members equally and, in their imports and exports, to be "influenced solely by commercial considerations, such as price, quality, marketability, transportation and terms of purchase or sale." They make special recognition of state monopolies of individual products.

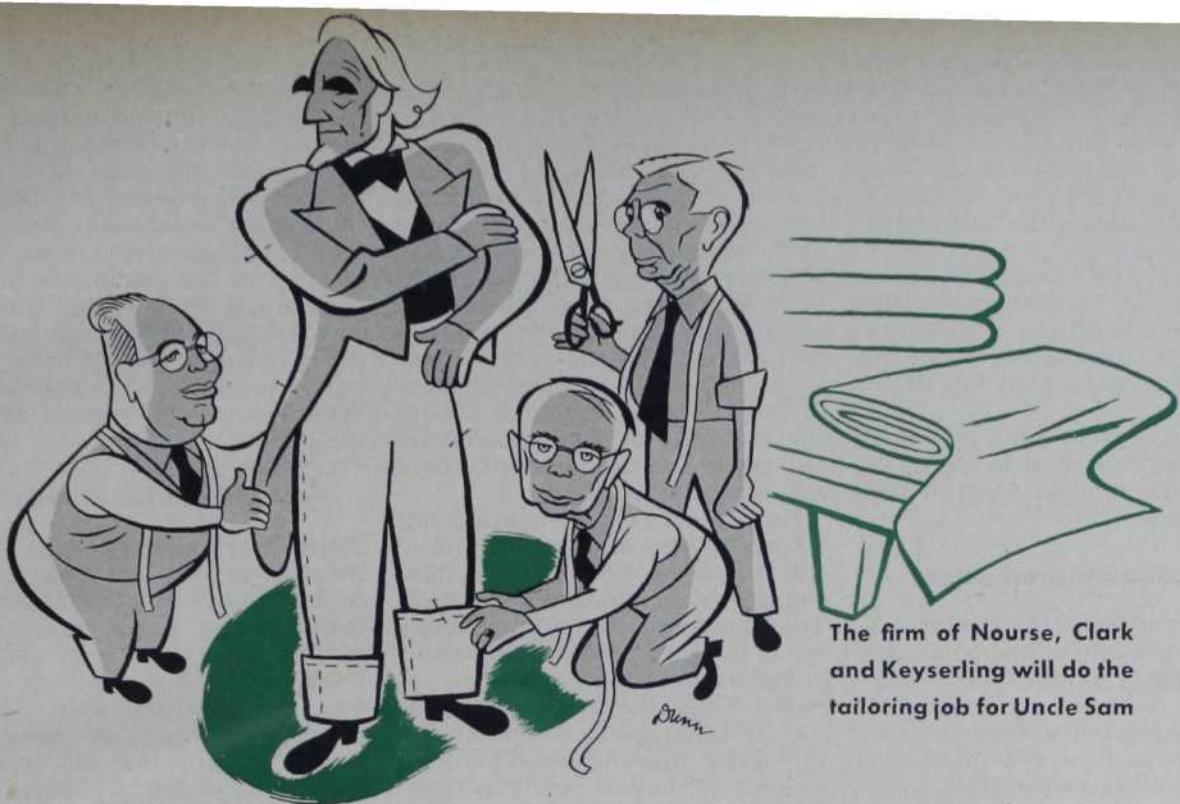
Where a complete state monopoly of foreign trade exists and tariffs either are not employed or are meaningless, the Proposals would require the member to undertake to buy annually from other members an agreed value of products. The amount would be subject to periodic readjustment.

The idea is that the other countries would bid competitively for shares of the global business concerned. But, not inconceivably, the "guaranteed purchase" might have to be allocated by understanding among the countries of the world which deal with the state-trading country concerned. How trade can be allocated and still "be influenced solely by commercial considerations" the Proposals do not

(Continued on page 66)



Fearful of business loss, manufacturers in Britain hesitate to drop empire preference at this time



The firm of Nourse, Clark and Keyserling will do the tailoring job for Uncle Sam

Three Helpmates of Destiny

By HERBERT COREY

IF THE three members of the newly appointed National Economic Council were to speak frankly for publication, they might say that the future looks like rain. A job has been given them to do that is very important, if they can do it.

Perhaps it is the nature of the job that makes it difficult. In a nutshell the theory is that, armed with last year's statistics, the NEC can predict what next year's fiscal weather will be. The President will then report to Congress:

"Next year we will run smack into a depression...."

Or it may be that a howling boom is about to be launched....

Whereupon Congress will work out a new plan of taxes, import and export control, public works and relief payments, the management of crops, wool clips, and lamb chops so that, whatever fears the NEC may have harbored may be assuaged. The workers who may be able to work and who wish to work—in the language of the Act—will be pegging along happily at high wages per hour, butter will be within the financial reach of every housewife, and we will all be happy.

No one will deny that, if this program can be carried out, no American would consent to die and go to Paradise. Why should he?

THE National Economic Council may come in for some rugged handling in the months that loom ahead, but if expectations fail, it won't be for a dearth of brains

It can also be understood that the three members of the National Economic Council, on which the ultimate delivery of these beatitudes depend, might have their moments of trepidation. They are economists of high standing. They might differ among themselves as to the implications to be derived from a fact, but they would accept the fact.

To master the future

THE three members are Chairman Edwin G. Nourse, 63—pronounced Nourse—vice president of the Brookings Institution of Washington; John D. Clark, 62, dean of the Business Administration College of the University of Nebraska, and Leon Keyserling, 38, who violently refutes the charge that he is pink. Forceful, Keyserling is one of the Bright Young Men of the early New Deal who is in government service because of conviction.

They have to deal with a problem that no other government in the

world has ever had the nerve to tackle. Men have made fortunes in Wall Street by guessing whether a boom or a bust is coming. One of the most notable of these is Bernard Baruch. He could change his commitments while he stood at the ticker. Even with this advantage he thought he was lucky if he could be right four times out of seven. The NEC must be right every time. If they're not, they're damned.

The National Economic Council is a product of the so-called Full Employment Act. This was an outgrowth of that period when practically every economist in government service saw nothing but red ink in the future. There was to be a depression; men by the millions would be out of work; the only hope any of them could see was that government might borrow a great deal more money and somehow or other assure a job to every man and woman who wanted one.

Henry A. Wallace made the mistake of getting into print with a book about it. Sen. James E. Mur-

ray of Montana introduced the first draft of the Full Employment bill in the Senate. With him as co-authors were Sen. R. F. Wagner of New York, the father of the Wagner Act; Sen. Elbert D. Thomas of Utah, chairman of the Military Affairs Committee, and Sen. J. C. O'Mahoney of Wyoming, chairman of the recent Temporary National Economic Committee. Representative Wright Patman of Texas introduced a companion bill in the House.

The original bill promised to all Americans "the right to useful, remunerative, regular and full-time employment."

Maximum production

AS finally enacted, the law declares that it is the continuing policy and responsibility of the federal Government to "use all practicable means" to promote free competitive enterprise and the general welfare under conditions which will afford:

"Useful employment opportunities, including self-employment, for those able, willing and seeking to work, and to promote maximum employment, production and purchasing power."

That is Section 2 of the Act. In Section 3, arrangements are made for the future happiness of the three members of the National Economic Council. Or, perhaps, for their future unhappiness. It would be a rash man who would venture on a hard and fast prediction of how Nourse, Clark and Keyserling would agree on any matter. They are battlers by reason of their profession.

An economist who completely agrees with any other economist is simply not in the picture. Given an agreed set of facts, three economists on any radio forum will challenge cheerfully every deduction. Nourse is regarded as a conservative, Clark gleefully middle-of-the-road—and Keyserling, a scrappy radical.

These men must present to the President at the beginning of each regular session of Congress a report for transmission to Congress which shall set out the "levels of employment, production and purchasing power," current and foreseeable trends, a review of the federal Government's economic program, and a review of economic conditions affecting employment

in the United States, and:

"A program for carrying out the policy . . ."

There is more along the same line. The NEC must, for instance, gather information concerning economic developments and trends both current and prospective, and interpret them to determine whether we are going, if at all. It must also appraise the various programs and activities of the federal Government; make recommendations to the President; plan devices for the fostering of free competitive enterprise and for the avoidance of economic fluctuations.

Government is to help and guide labor, industry and capital. But at this point the NEC meets a joint committee of Congress head-on. The function of this joint committee is to make a continuing study of matters relating to the economic report which the NEC has made to the President, and which he has forwarded to Congress. This joint committee shall as nearly as feasible reflect the relative membership

heard, it may be traced back to Dr. Alvin Hansen's theories of controlling industry, labor and finance by the manipulation of government spending. If a group in the Government decided that this or that should take place next year—and assuming that every member of the group was honest, sincere and snow-white—then it is obvious that this desirable happening must be based on a convincing report to the people through the President and Congress of the basic facts.

A chance for politics

THIS offered to some of the sharpshooters of the New Deal an excellent opportunity for political manipulation. If the people could be persuaded that next year the props would be washed out of the business structure, then the enchanting prospect of more government borrowing and spending would be revived. It has suffered some hard knocks in popular estimation lately through collision with the debit figures shown in the Government's reports.

A long, violent, and almost entirely subsurface fight between the left and right factions in the Administration has resulted. One result was a shaving of the guarantee of full employment embodied in the original draft of the bill. It is reported that President Truman paid little attention to this at the time. His hands were full of other troubles, and he was content to let the issue be worked out in Congress. When the Act finally was passed in February, it bore a "must" label from the White House, but its proponents were willing to take what they could get and rely on getting control of the NEC when its members were named.

Each member is to receive a salary of \$15,000, and the assumption was that such juicy prizes would not be permitted to fall into the hands of those not tried and true. A list of desirable potential members was, in effect, presented to Mr. Truman for his acceptance. At one time it called for the appointment of Leon Henderson, Robert Nathan, and Isador Lubin. Nothing, from the angle of the New Deal or what is left of it, could have been sweeter than that. But (Continued on page 89)



The purpose will be to fit together such things as labor, output and consumption

of the majority and minority parties in the Senate and the House of Representatives.

The public has known very little of what has been going on under the blanket of the Full Employment bill, but it has been lively as a cat fight from the start.

Its genesis was pure politics.

Whoever thought it up to begin with, and a dozen names may be

Red Blight in Union Gardens

By JOHN JAY DALY

IN SPITE of Labor's best efforts, Communists continue to use its organizations as tools for their own ends

WHOEVER disrupts American communications and transportation and cuts off the flow of basic materials from overseas cripples capitalism.

Whoever stirs up needless strife in American trade unions advances the cause of Communism.

Whoever preaches the gospel of class struggle, as laid down by Karl Marx and Friedrich Engels, Germany 1848, publicly pronounced at the First International, London 1864, high-lighted at the Second International, Paris 1889, and perfected at the Third International, Moscow 1919—if he talk loud and long enough—speeds the final goal of Communism: world revolution.

So believe the Communists.

To bring these things about is the concern of Joseph Stalin in Moscow. Stalin carries the torch laid down by Nikolai Lenin, who was a student of the Marxian doctrine and founder of the USSR.

Lenin made a prophecy. It is this:

"Spain will be the second Soviet, Mexico the third, and the United States the fourth."

With this as its prime objective—to sovietize the United States—the Communist Party of America has now come out in the open. Its members are at work on all fronts and particularly on the labor front.

Figures compiled by Walter S. Steele, a former Washington newspaperman who in recent years has carried on what amounts to a one-



CHARLES DUNN

The Communist knows what he wants and moves heaven and earth to get it, but the policies and strategies are mapped out for him

man crusade against Communism in this country, show that 70,000 paid-up members of the Communist Party of America are today active in the trade unions. They have gained control of at least 20 of the important unions and, sooner or later, expect to have the upper hand in many more.

Led by William Z. Foster, who openly boasts of the plan, these dues-paid members of the Communist Party have won the support of hordes of fellow travelers and sympathizers. They mean business.

It was Foster who said not long ago in Washington, capital of the nation:

"The workers of this country, and the workers of every country, have only one flag. That's the Red flag, the flag of the revolutionary class—and we owe no allegiance to any other flag!"

Imbued with this feeling, it is the vow of the Communists to take over the bourgeoisie whose plants and property would then fall to the proletariat. As defined by the Communists:

"By the bourgeoisie is meant the class of modern capitalists, owners of the means of social production and employers of wage-labor.

"By the proletariat is meant the class of wage-laborers who, having no means of production of their own, are reduced to selling their labor in order to live."

Class conflict comes first

THE Communists' main interest, of course, is to promote class conflict—war between the proletariat and the bourgeoisie, between labor and industry. Labor and industry have already had some major tilts, the coal mine strike, the railroad strike, and a narrow escape from a maritime strike.

The war that goes on inside the unions for the capture of the wage-earners is an outgrowth of the class conflict. It is a war within a war—wage-earner against wage-earner. This fighting is not all out in the open. Most of the Communists' blows, in fact, are below the belt.

Alongside this worker-vs.-worker battle, still a third fight—tied in with the Communists—goes on, this time union against union. Between the American Federation of Labor and the Congress of Industrial Organizations, a Communist-inspired breach exists.

William Green, president of AFL, calls his organization the House of Labor. It is quite clean of Communists. Mr. Green definitely has no use for them. Says he:

"The American Federation of Labor is firmly convinced that there is no place for Communists in the American labor movement. From its inception, AFL has resisted and defeated every attempt by Communists to bore from within and to attain positions of influence over affiliated unions.

"The record shows," Mr. Green adds, "that the Communists seek to use labor unions in this country as a means to an end. Their avowed end is the overthrow of the American form of government. Aiming only to breed discontent and a revolutionary spirit among American workers, the Communists have no interest in promoting basic trade union objectives—higher wages, better working conditions and social security.

"Right now, the American Federation of Labor is resisting with all its power the attempts of the Communists—through the World Federation of Trade Unions which is dominated by Soviet Russia—to gain control over labor organizations in many countries."

While putting AFL on record as being against the Communists, Mr. Green at the same time points out that "some units of CIO are thoroughly controlled by Communists."

Philip Murray, president of CIO, looks on AFL, "the House of Labor," as if it might be the House of Lords and his own crowd a sort of Parliament.

Closer to the lower classes, CIO is full of Communists. They crawl all over the place whenever there is a meeting. There is reason for this, James Carey, secretary-treasurer of CIO, points out. Mr. Carey says frankly:

"AFL is the aristocracy of labor. CIO is more democratic. As a crafts union, AFL takes in only skilled workers. As an industrial union, CIO caters to everybody—down to the lowest. We have even the dregs.

"AFL," Mr. Carey goes on, "gets rid of its Communists by suppression. CIO, being democratic, cannot—by its nature—suppress Communists, fellow travelers or sympathizers. We have to handle them in our own way."

AFL leaders will tell you that they do not agree with Mr. Carey when he says, "CIO, being democratic, cannot suppress Communists." Mr. Carey would like to suppress the Communists, AFL leaders say.

Because Mr. Carey has not come out aggressively against the Communists and because he has made a number of trips to Moscow, he has often been branded as a Communist. But he was once the victim

of the Hammer and Sickle himself.

Mr. Carey organized the United Electrical, Radio and Machine Workers union—CIO—and became its first president. The Communists in this union did not want him as president and, by devious methods, ousted him. For one thing, they were able to sell the members of the union on the idea that any labor union which accepts capitalism holds no hope for the worker.

Active Communists in CIO

IN AFL where the leaders are actively against the Communists, the Communists are whipped. In CIO where the leaders play ball with the Communists, the Comies keep moving ahead. This worries Phil Murray. In Atlantic City, May 14, 1946, as president of the United Steel Workers, he voiced a new official policy of his union. Backed by his officers and executive board, Mr. Murray served this notice:

"This union will not tolerate efforts by outsiders—individuals, organizations or groups, whether they be Communists, Socialists or any other group—to infiltrate, dictate or meddle in our affairs. I have in mind any attempt by any force outside our own membership to interfere in the functioning of our union."

At the same time, however, Mr. Murray repeated what Mr. Carey had said, that CIO and the Steel Workers "will not be an instrument of repression. It is a vehicle for economic and social progress."

This gives the Communists room to ramble. And this is why, as they themselves say, they "have CIO on the hip."

Small, hard working groups

WHILE they are only a small group compared with the total number of union members in the country, the Communists are large in service forces. They work like beavers, though are not called that by anti-Communists.

Action by the Communists in the unions is effective because it is based on a highly disciplined minority.

The smallest unit is a cell made up of three to ten card-holding members of the Communist Party. They know their party and their party line. They work in close harmony. They know their fellow travelers—not members of the party but followers of its policies. They know the sympathizers—those who are against some communist poli-

cies but for the party's general objectives. They know the opportunists—those who use the party for their own purposes. They know also the liberals—starry-eyed thinkers who frown on some Communist actions but approve of others.

This makes a nice set-up for the Communists. They bow before the altar of Soviet Russia, they work through organized channels, they adroitly use other groups for their own ends. Without the fellow travelers, sympathizers, opportunists and liberals, the Communists would get nowhere in the labor unions. Without the aid of these groups, half of them not knowing when they are masks, the Communist Party of America would quickly lose face.

A cell, which is tested and tried, and blessed by the heads of the party who are old hands at intrigue

and masters of organization, may "take in" fellow travelers or sympathizers if necessary. But no cell is ever allowed to accept non-Communists as actual cell members, or to reveal its identity; it must never let the right wing know what the left wing is doing.

Next largest unit in the organization is the section, made up of a group of cells, the exact number varying in different cases. Then come state bodies, next regional or district bodies, and finally the National Assembly over which Mr. Foster presides. Mr. Foster takes his orders from Moscow.

The old Comintern through which Stalin used to speak from Moscow is now officially dead. Today Moscow uses the Paris headquarters of the French Communist Party as its transmission station to the United States. Jacques Duclos, the French Communist leader, receives orders from Moscow and passes them on. If any American Communist is pinned down and questioned, he can swear on the Bible—in which he does not believe—that he hears no word from Moscow.

It was Jacques Duclos who early this year made Mr. Foster the true Communist Party leader in the United States. Mr. Foster pulled the chair out from under Earl Browder, who had been the leader of the Communists here for 15 years. Mr. Foster then laid down these objectives for the party:

1. Return to class war;
2. Overthrow American political and economic systems;
3. Aim all slogans at monopolies and Big Business;
4. Attack, harass, embarrass and confuse;
5. Support Russian expansion by branding the United States as imperialistic; and
6. Take over the American labor unions.

Communists in the labor unions, as elsewhere, are strong for team-play. No stars. A rugged individualist is looked on as a vacuum. Policies and strategies are mapped out from above, and the Communists show up at a labor meeting or convention fully prepared, knowing exactly what they want, and determined not to give in or to be swayed by any opposition.

As Harry Reid of CIO, a true American leader, puts it:

"The Communists come early and stay late. They caucus during recess, at lunch, and at dinner, decide on tactics, assign roles in debate, fight delaying actions, do everything in their power to wear out those who do not believe as they do. Behind every move is a big-wig comrade, a specialist in the problems of some union or industry. He provides the strategy."

More than that, the Communists
(Continued on page 100)



When Lenin founded the U.S.S.R., he prophesied, "Spain will be the second Soviet, Mexico the third, and the United States the fourth"

Reading for Pleasure or Profit...

"Public Men in and out of Office"

Edited by J. T. Salter

HARRY S. TRUMAN, "as homespun as an old linsey quilt," leads in this gallery of statesmen and grotesques. The President, you learn, prefers bourbon and ginger ale, lost his shirt in the haberdashery business, was a "failure at 37," came to be called "Prendergast's errand boy" and finally astounded everyone by being incorruptible.

"Public Men in and out of Office" (University of North Carolina Press, Chapel Hill, N. C.; \$4) gives you the lowdown on figures, upright and otherwise, in the nation's news.

The younger men come out best in this ordeal by college professors (most of the profile writers teach political science). Among those we're advised to watch are the young Arkansas internationalist, Congressman Fulbright, and California's liberal Congressman Voorhis, who exhales the spirit of the YMCA and, of course, the ex-governor of Minnesota and proponent of world government, Harold Stassen.

Most fun to read about, among "Public Men," are bulky old orators like Tom Connally, or demagogues like Mayor Hague ("I decide, I do—me!").

"Last Chapter"

By Ernie Pyle

IN MEMORY of Ernie Pyle the millions who read his columns will want a copy of "Last Chapter" (Henry Holt and Co., 257 4th Avenue, New York; \$2.50). Here the publishers have brought together all he had time to write about the Pacific war before a Jap machine gun ended his life. Unforgettable are the accounts of B-29 flyers, the Okinawa invasion, life on island outposts where boredom drove you "pineapple crazy."

This great correspondent made one great discovery: that "war to an individual is hardly ever bigger than 100 yards on each side of him." Ernie Pyle's gift was his humility, a humility which kept him, above all, from generalizing, so that his eye was always on the simple and immediate things. Unlike most correspondents, he was neither so proud nor so foolish as to glory in abstractions; you never find him discussing "morale" or "the spirit of the troops."

"Suitors and Supplicants"

By Stephen Bonsal

STEPHEN BONSAL, whom Arthur Krock calls "the ablest and best-informed foreign correspondent in the history of the American press," selects from his diary of Versailles pages about the little nations. His entertaining and ironic volume (Prentice-Hall, Inc., 70 5th Ave-

nue, New York 11; \$3.50) elicits the low comedy inherent in an average modern peace conference.

Complicated double-dealing after World War I baffled many a slower wit than his. But Stephen Bonsal followed every false promise and torn-up treaty through an intricate drainage system, down which the Big Four flushed the little nations at Versailles. As aide to Colonel House and confidential interpreter to President Wilson, he was made privy to all the dirt.

"Suitors and Supplicants" makes fascinating reading. As the "submerged peoples"—Arabs and Greeks and Jews, Ukrainians, Danes and Armenians—file empty-handed through Colonel Bonsal's pages, you are alternately saddened, amused, disgusted and made wise in the ways of the world.

"Suitors and Supplicants" is very relevant now. It exposes, for an idealistic farce, the "self-determination of peoples." It describes graphically how little fellows nowadays are gobbled up. It seems to prove that we had best give up trying, à la Wilson, to guarantee the independence of every Albania, and pursue the reality of world law rather than the fiction of national sovereignty.

"The Education of a Correspondent"

By Herbert L. Matthews

HERE, first of all, is a long absorbing travelog wherein the exotic lands appear under gunfire rather than the dreamy sunshine of technicolor. As travel reading "The Education of a Correspondent" (Harcourt Brace and Co., 383 Madison Avenue, New York 17; \$4) profits by the colorful pen of Herbert Matthews, which made his war reports in the *New York Times* among the country's most readable. Matthews takes us to Ethiopia, Italy, Spain, India and Afghanistan, introducing a motley of brilliant figures, from the Nizam of Hyderabad, richest man in the world, on down.

But "The Education of a Correspondent" is more important as an American's awakening abroad. Matthews set out with a regrettable attitude toward foreigners: let dog eat dog, he thought, and enjoyed the Ethiopian invasion like a prize fight. His "education" was simply in discovering, in the course of the Spanish Civil War, that poor people hate to be bombed and that humanity makes us all brothers.

Matthews' main subject is fascism, the fascist mind. His own case is a good one. Like the Nazi, he has a schoolboy's sentimentality about war. Like the autocrat, "I hated stupidity more than anything else in the world," he says, "and still do." He prides himself on "realism"

in politics, "preferring" the Japanese aggression in Manchuria to the moralizing of the League of Nations which never took action against Japan.

"Alexander of Macedon"

By Harold Lamb

THOSE who like military history or historical fiction will enjoy "Alexander of Macedon" (Doubleday, 14 West 49th Street, New York; \$3.50). Harold Lamb's talent for breathing life into the memory of great tyrants and titanic wars made his "Genghis Khan" a long-time best-seller.

Nothing seems remote or academic as Lamb describes his astounding hero, the Macedonian tamer of wild horses, son of Philip, the mountaineer king, and Olympias, a priestess of Dionysiac orgies, who, while still in his twenties, founded 13 Alexandrias and subdued the earth. Alexander the Great was no Hitler. Through conquest, he united all nations under his own rule, but not for tyranny, rather for what we signify today under the slogan "one world."

Readers will find Alexander's engineering feats in besieging cities and his strategic brilliance in defeating the vast Persian armies of the fourth century B. C. as exciting, when Lamb describes them, as modern inventions and campaigns. They seem, in fact, even more impressive, because in those early days mankind had less to depend on.

"The Eisenhower Report"

IN JUNE we reviewed two books which have stirred up a storm of controversy around the Army's new Chief of Staff: "My Three Years with Eisenhower," idolizing memoirs by the General's naval aide, and "Top Secret," Ralph Ingersoll's sensational attack, which condemned Eisenhower as the impotent tool of British policy, during a secret war between the Anglo-Saxon allies.

Now, in the "Report by the Supreme Commander to the Combined Chiefs of Staff on the Operation in Europe of the Allied Expeditionary Force" (Superintendent of Documents, U. S. Printing Office, Washington 25; \$1.00), Eisenhower serenely contradicts the editor of *PM*. "In the matter of command," he declares, "it can be said here that all relationships between American and British forces were smooth and effective."

"Murder Rides a Rocket"

By Frank Diamond

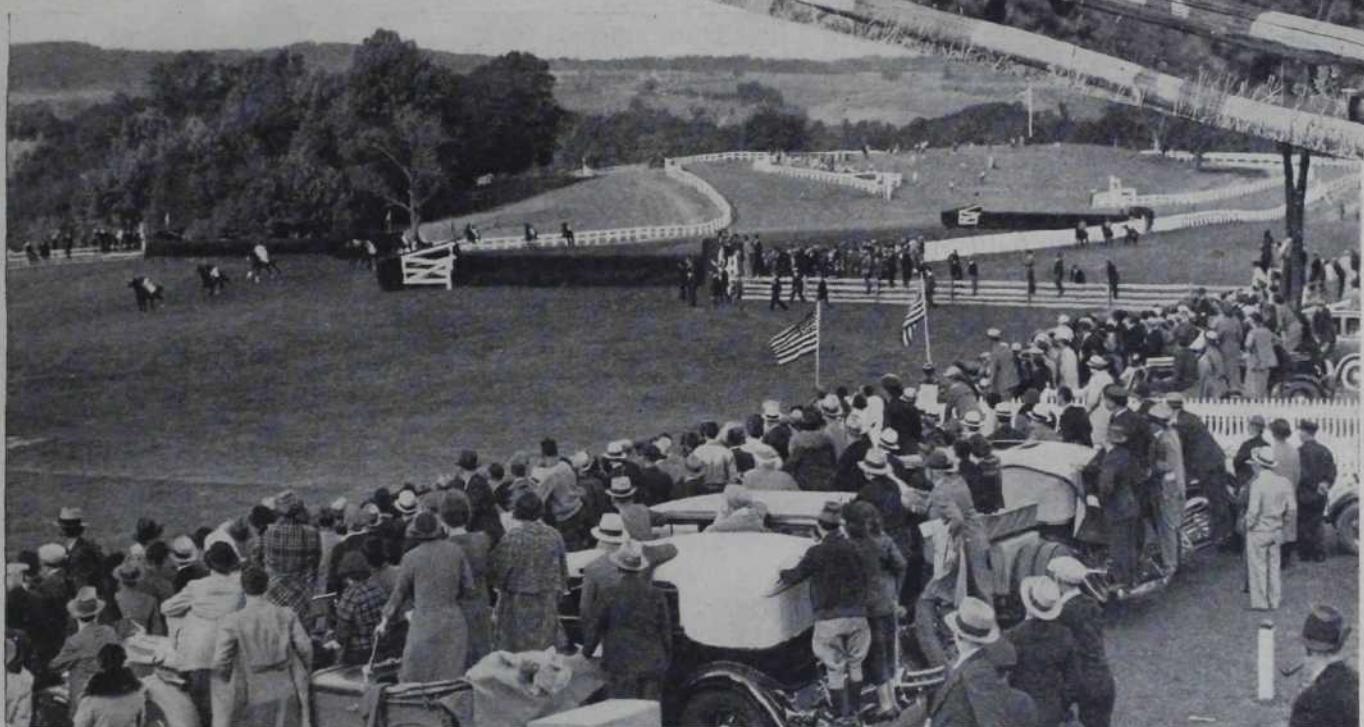
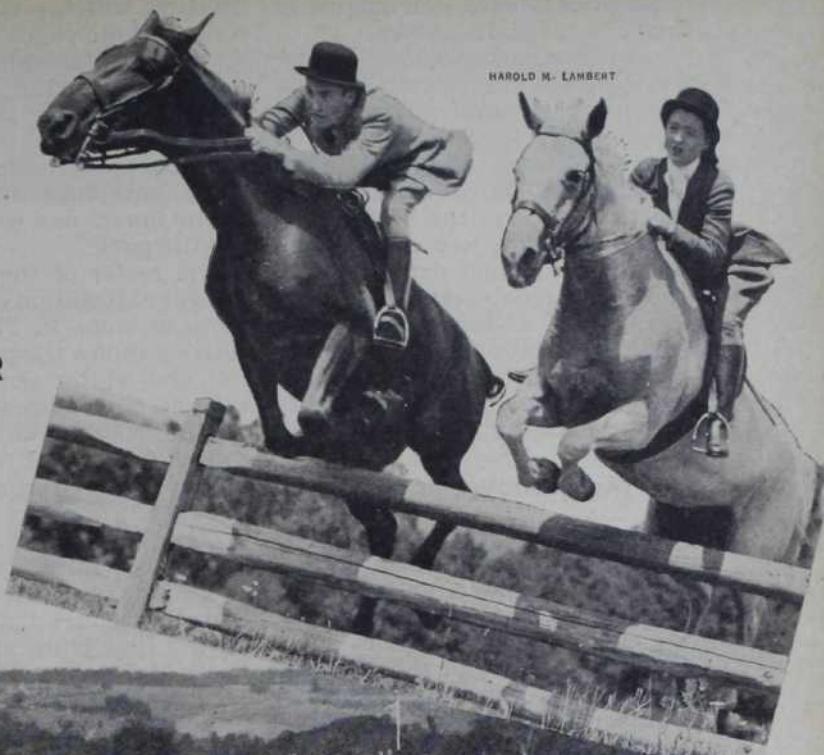
THIS TALE of spy and counterspy in wartime New York packs a wallop. If you can stomach the name of the hero, Ransome V. Dragoon, there's swell reading ahead.

Vicky, beautiful but virtuous all-American Mata Hari, plunges into a tight and well organized enemy spy ring, and Dragoon is her guide. The dashing young couple exchange bright sayings over many a dead body and end up triumphantly with the corpse of the master spy, whose identity will be a surprise to even the most expert reader. Highly recommended (Mystery House, 123 East 18th Street, New York 3; \$2).—BART BARBER

Tallyho, America

By EDWIN WARE HULLINGER

WITH RIDERS numbering in the millions, horsemanship has rapidly become a national avocation



THREE'S a saying that nothing's so good for the inside of a man as the outside of a horse. Apparently, and for good reason, too, more and more business men are beginning to think so.

Horseback riding has become one of the country's leading pastimes.

Five million "pleasure riders" now take to the saddle regularly in the United States, according to an estimate by the Horse and Mule Association of America, an organization whose business is to know about horses.

In the Chicago district, 15,000 habitually take their mounts out in the parks and 27,000 acres of adjacent forest preserves. Twenty years ago, Chicago could boast only

500 riders and not more than 300 "pleasure mounts."

Surveys indicate that this is typical of other cities and many smaller towns. The reason, in the words of one enthusiast, Roberts Mann:

"If there's peace on earth, it's yours when jogging along on a dark night to the rhythm of softly thudding hoofs and the comfortable creaking of easy leather."

Seldom has a major national avocation impressed itself so quickly on the country's life. By way of "plant facilities," thousands of miles of bridle paths have been laid out in the past 15 years. Bridle

paths are to horseback riding what the golf course is to golf. Saddle-horses, not to mention riders, cannot stand hard-surfaced roads. The crusade for more and better bridle routes was the main urge behind the creation of the hundreds of riding associations now scattered across the country.

Some of the larger cities happened to have excellent riding areas already at hand. At Los Angeles there is Griffith Park, with its thousands of acres; Washington is bisected by a rustic wilderness, Rock Creek Park; New York has its Central Park and just outside,

In the eastern half of the United States, where riding mixes with fashion, "horsey" events frequently rate high on the social calendar

Westchester County—all now criss-crossed with bridle routes.

As with other sports, a sizable service supplies industry is growing up to provide equipment, clothing and mounts. Investment in the saddle horse business is said to exceed \$200,000,000. In many large department stores the "riding accessory" sections are among the leaders in customer draw.

Even the gadget manufacturers are catering to the new interest with quantities of "horsey" articles—fancy aluminum spurs and bits, library fixtures, household furniture and office appurtenances.

Many shows staged

AS a by-product of the growing horse-consciousness, periodic horse shows have become an established feature of community life in most large cities. In some regions, such as Washington, D. C., there is one every week from the end of April to November. In southern winter resorts, they top the season's array of swank events. Women usually sponsor the majority of the entries with professional horse breeders providing most of the rest.

Polo, of course, has long been one of the glossy sports.

But perhaps the most highly institutionalized branch of present-day American horsemanship is fox-

hunting, which retains most of its centuries-old pageantry along with all the excitement of the chase. Quiescent during the summer months, except for occasional dawn "cub hunts" to train young hounds, the sport bursts forth in all its "pink" trappings as early in the fall as the horses can comfortably follow the pack.

The roster of the Masters Foxhounds Association of America lists hunting clubs in 27 states which actively follow the pack during the fall and winter seasons. Virginia, with 24 "recognized" clubs, is the fox-hunting capital of the United States. Not far behind is Pennsylvania with 20.

Maryland has 12 clubs, New York nine, Massachusetts eight, Ohio and Connecticut are listed as having four clubs apiece. North and South Carolina each boast of three, while Illinois, Michigan, Delaware, Kansas, and Kentucky each get credit for two. Colorado has one club—its members chase

coyotes when they can't find foxes—as has Nebraska, Indiana, Oregon, California, Wisconsin, Washington, Missouri, Georgia, Vermont, West Virginia, Tennessee and Texas.

Hunt clubs usually have spacious clubhouses which are centers of social life. (Ordinary riding clubs normally are not elaborate, the members' main absorption being riding and their mounts.) Hunt clubs also have a "pro," called the huntsman, whose job is to "mind" the property and look after the "hounds." (The term "dog" is prac-



Polo has long been an expensive and glossy sport of the wealthy



HAROLD H. LAMBERT

Fox-hunting, perhaps the most highly institutionalized branch of present-day American horsemanship, still retains most of its centuries-old pageantry and the thrill of the chase

It pays to know when to relax!



If you set too fast a pace in work or play . . . worry too much . . . or often get upset emotionally, you waste your

energy and fatigue sets in.

Conserve your energy by avoiding such conditions. Store up more energy by getting enough food,

rest, sleep, and fresh air.

If you are continuously tired or listless, see your doctor! It may be an early sign of a serious ailment or an

infection, or be due to poor eyesight, hearing,

or posture.

You can usually avoid harmful fatigue if you'll just

remember to relax!



Metropolitan's free booklet—"Fatigue . . . What To Do About That 'Tired Feeling'"—contains many helpful suggestions on how to relax and keep fit. Write today for booklet 96-P.

COPYRIGHT 1946—METROPOLITAN LIFE INSURANCE COMPANY

Metropolitan Life
Insurance Company
(A MUTUAL COMPANY)

Frederick H. Ecker, CHAIRMAN OF THE BOARD
Leroy A. Lincoln, PRESIDENT
1 MADISON AVE., NEW YORK 10, N.Y.

TO EMPLOYERS: Your employees will benefit from understanding these important facts about relaxation. Metropolitan will gladly send you enlarged copies of this advertisement—suitable for use on your bulletin boards.

TO VETERANS—IF YOU HAVE NATIONAL SERVICE LIFE INSURANCE—KEEP IT!

tically Billingsgate; also hunting folk refer to club premises as "the kennels."

In action, the huntsman, in crimson coat, black velvet cap, and white breeches, field-manages the pack, usually about 15 "couples" (pairs of hounds; you never say "30 hounds"). He is aided by two whips, normally members of the club, with each having the title of Honorary Whip. They also ride in bright red coats—"pink," in hunt parlance.

"Master" is in charge

PACK and riders are under the command of the pink-garbed "Master," a club member. Like the sea captain, his rule is traditionally absolute. Good form requires that members tip their hats to him when they arrive and salute him on leaving. The custom stems from mediaeval England, where the Master owned the hounds, paid all expenses, and invited his friends for the fun. In present-day England, hunt Masters often are supposed to make up any deficit in the club's annual bills. The honor can set the Master back 1,000 pounds or more.

Only the hunt "staff," former staffers, and riders the Master signals out as "qualified huntsmen," normally have the right to wear "pink." Others—both men and women—wear black coats, white breeches, high black boots, and top hats and derbies. Hunting hats have cork cushions in the crown, in case the rider lands on that end.

Hunts still rendezvous to the blast of the horn.

At the Potomac Hunt Club, which I attended last spring, half of the riders were women. It's not unusual for a third to be. That afternoon the Acting Master was Col. Harry H. Semmes, Washington attorney, who, as General Patton's aide, led the dramatic tank battle at the Casablanca landing. Another member is Commander Hughes, whose gunnery from the deck of the U. S. S. Savannah helped turn the tank battle into victory. Hughes also captained the U. S. S. Panay when she was sunk in the "China Incident." He now is president of the Terminal Storage and Refrig-

eration Company in Washington.

"There's nothing one-sided about fox hunting," Semmes said, later, in front of a crackling fireplace in his country home. "Or, if there is, it's in the fox's favor. Our club hunts every Saturday and Tuesday, but we do not average more than two or three kills in a season."

Along with the horse shows, at which hunt clubs usually are well represented, fox hunting has made important contributions to the improvement of horse breeds in this country. A good hunter has been known to sell for from \$2,000 to \$10,000.

While hunting and horse shows are spectacular, the majority of Americans who ride for pleasure are content to take their recreation on bridle routes in the city, open country or in the mountains.



H. ARMSTRONG ROBERTS

Good "western" mounts can be purchased for
\$100 to \$200—maybe \$50 if you're lucky

Like swimming, riding flexes all the muscles. And the necessity of constantly controlling an alert mount absorbs the attention, shutting off thoughts of the day's routine. A horse is a good companion, too, and one without worries or business troubles to talk about.

Said Dr. A. J. Ochsner, world famous physician and surgeon, who rode regularly the last 40 years of his life:

"There is no form of exercise

that so fully affects every nerve and organ of the human body. It makes the digestive organs function properly and forces deep breathing, an enormous advantage to a man who spends his working hours in mental activity."

Aid to good health

STORIES abound of physical and nervous resurrections achieved in the saddle. There is the case of the West Coast university president who progressed from a near nervous breakdown to radiant health via the bridle trail. Staffers at a Washington riding academy like to chuckle about a certain high school principal whose sharp tongue made it dangerous to come within 50 feet of her when she first took up riding. After three months she was so genial the "help" stood in line for the pleasure of riding with her.

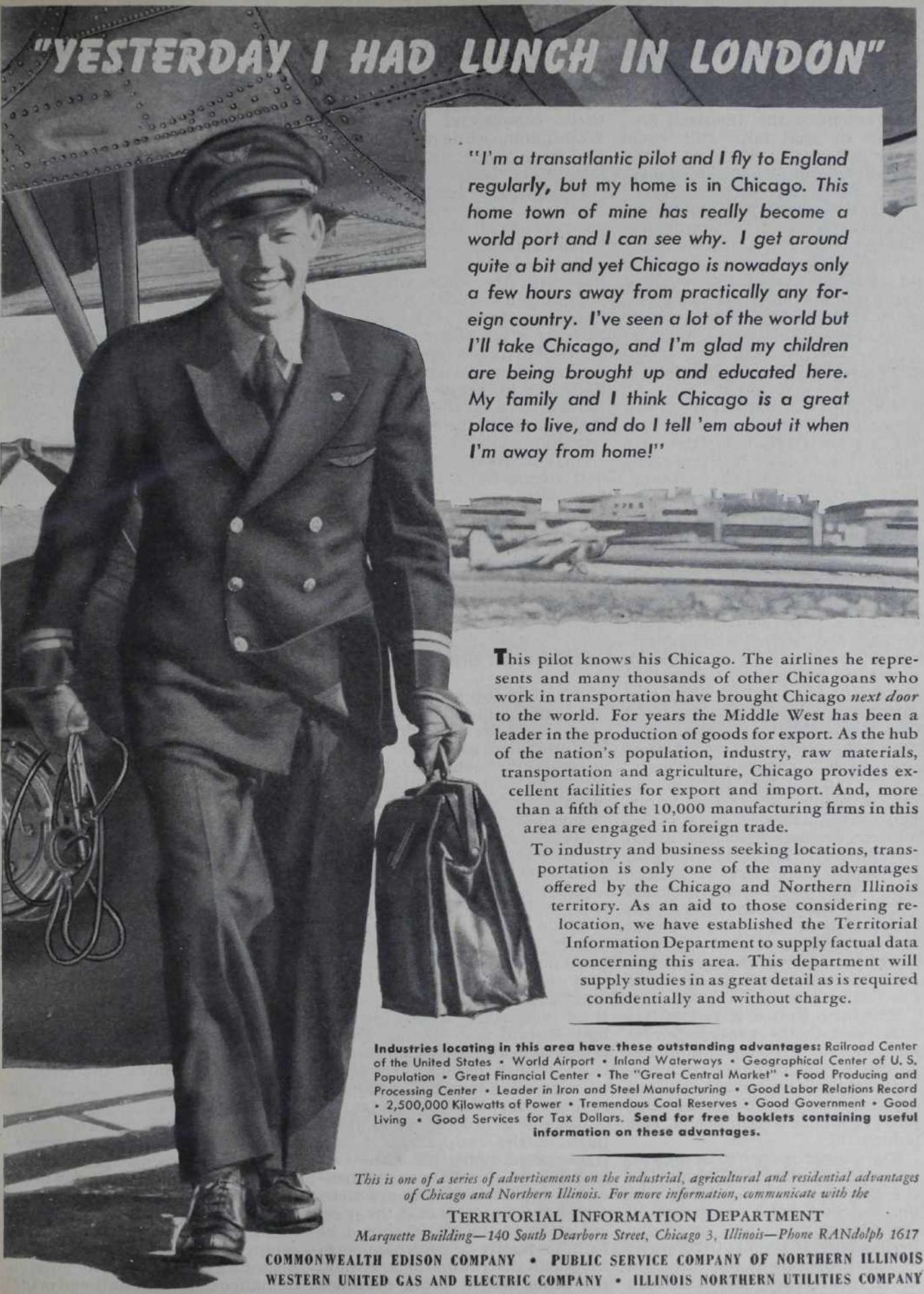
In the eastern half of the United States, where riding mixes with fashion, the sport can be expensive. Mounts bring from \$300 for a "cheap" horse to a minimum of \$1,500 for a good hunter. Owners willing to care for their mounts can feed them for a dollar a day in their own stables; if they hire a groom to come even once a day, costs probably will total more than the usual boarding-stable fee of \$2 a day for feed and grooming. Rental rates average from \$2 to \$3 a ride, the intervals varying from one to two hours.

A male rider can spend \$150 to \$250 for his tailored riding clothes; a woman from \$250 to \$350. Saddles and other equipment can set the sportsman back another \$200. Incidentally, academy instructors advise their clients to wear long underwear; "shorts" don't work well in a saddle.

In the West, especially the northwest, a horseman and his family can get along on much less. Good "western" mounts can be bought for \$100 to \$200—\$50 if you're lucky—and all you need for style are dungarees and flannel shirt. Your lady can be well-dressed for \$25 to \$50.

Every year, America's great
(Continued on page 93)

"YESTERDAY I HAD LUNCH IN LONDON"



"I'm a transatlantic pilot and I fly to England regularly, but my home is in Chicago. This home town of mine has really become a world port and I can see why. I get around quite a bit and yet Chicago is nowadays only a few hours away from practically any foreign country. I've seen a lot of the world but I'll take Chicago, and I'm glad my children are being brought up and educated here. My family and I think Chicago is a great place to live, and do I tell 'em about it when I'm away from home!"

This pilot knows his Chicago. The airlines he represents and many thousands of other Chicagoans who work in transportation have brought Chicago *next door* to the world. For years the Middle West has been a leader in the production of goods for export. As the hub of the nation's population, industry, raw materials, transportation and agriculture, Chicago provides excellent facilities for export and import. And, more than a fifth of the 10,000 manufacturing firms in this area are engaged in foreign trade.

To industry and business seeking locations, transportation is only one of the many advantages offered by the Chicago and Northern Illinois territory. As an aid to those considering relocation, we have established the Territorial Information Department to supply factual data concerning this area. This department will supply studies in as great detail as is required confidentially and without charge.

Industries locating in this area have these outstanding advantages: Railroad Center of the United States • World Airport • Inland Waterways • Geographical Center of U.S. Population • Great Financial Center • The "Great Central Market" • Food Producing and Processing Center • Leader in Iron and Steel Manufacturing • Good Labor Relations Record • 2,500,000 Kilowatts of Power • Tremendous Coal Reserves • Good Government • Good Living • Good Services for Tax Dollars. **Send for free booklets containing useful information on these advantages.**

This is one of a series of advertisements on the industrial, agricultural and residential advantages of Chicago and Northern Illinois. For more information, communicate with the

TERRITORIAL INFORMATION DEPARTMENT

Marquette Building—140 South Dearborn Street, Chicago 3, Illinois—Phone RANDolph 1617

**COMMONWEALTH EDISON COMPANY • PUBLIC SERVICE COMPANY OF NORTHERN ILLINOIS
WESTERN UNITED GAS AND ELECTRIC COMPANY • ILLINOIS NORTHERN UTILITIES COMPANY**

Trade Revolution—U. S. Style

(Continued from page 54)

say. Countries having monopolies and accepting the American Proposals in good faith still would have difficulty in living up to the principles. For example, a country such as France, with a tobacco monopoly, might wish to import less tobacco so as to keep up domestic prices. Again, a state tobacco monopoly probably would not buy in as many markets as would a large number of private importers. A state monopoly seeks convenience of operation.

Protecting nationalization

DIFFICULTIES may be expected in those cases where raw materials for nationalized industries are bought increasingly by the government. Czechoslovakia, Poland, France and Britain are cases in point. These questions will be troublesome, particularly since it is difficult to define unfair and discriminatory state trading.

Both in the coming trade-agreement negotiations and in the broader international trade conference, a subject of major American interest is the British system of empire preference. Under that system, "buying British" has certain advantages. American business men want the opportunity to enter empire markets on terms of equality with empire producers.

For example, with the elimination of empire preference, Canadian manufacturers of automobiles or business machines would have no advantage over American producers. Defenders of empire preference often cite as its *raison d'être* the Hawley-Smoot tariff, but restoration of pre-Hawley-Smoot rates probably would not of itself suffice to remove empire preference, because its roots go back into the 19th century.

Since the United Kingdom has subscribed to the general principles of the Proposals, and has agreed to support them in an international trade conference, the impression has got around that empire preference is soon to end. This is doubtful.

The question is one to be decided not merely by the UK, but by all the empire, and the existing system has its strong supporters in the dominions as well as in the British Isles. If, despite UK support of the Proposals in the international conference, the American trade program is not adopted, it

may be claimed that the British will none the less have lived up to their commercial promises to Washington, while we fail to get the trade gains we thought the loan would "buy."

In not all respects does the American Government live up to its own official trade philosophy. Export subsidies are just one exception. Another is the recent trade pact with the Philippine Islands providing for mutual preferential import treatment over a period of 28 years. While the circumstances, it may be argued, are "special" in this case, empire countries may not agree and in fact do not.

Suggestive of the character of discussions in the coming international conferences is the exchange of views between the Export-Import Bank and the London *Economist* earlier this year. Congress has insisted that exports fostered by loans made by U. S. Government agencies must be carried exclusively in American vessels, unless sufficient U. S. tonnage at reasonable rates and fair sailing schedules is not available.

Our own discrimination

ALSO, it is the general policy of the Export-Import Bank that the bank's loans be used for purchasing American goods and not the goods of other countries. The London *Economist*, having editorially criticized this American practice, received from the Export-Import Bank a letter in defense of this restrictive policy. Interesting is the *Economist's* comment on it:

"In short, what the Export-Import Bank is arguing is not that it does not discriminate, but that its discriminations are justified and even helpful in view of the fact that the world is not, in fact, a multilateral world. Precisely so.... It is reasonable to propose that both Britain and America should retain their respective discriminations, though perhaps submitting them to some impartial examination to avoid abuse. Or it might be reasonable to propose, as an act of faith in the restoration of free trading conditions, that both countries should simultaneously abandon their discriminative practices.

"What is unfair is that the present state of the world should be held to justify a continuance of American discriminations without the same benefit being extended to Britain."

Obviously, the British-American problem extends beyond mere empire preference. Washington has marked off for ultimate elimination the entire system of bilateral trade and exchange agreements of the sterling area. Such bilateral agreements are now in force between Britain and a number of non-empire countries and seem to be ruled out by the British financial agreement with the U. S. In a world limited to multilateral trade they would have no place. Will these go? If so, will they stay "gone?"

Free trade is weak in Britain

IF THE Labor Government adopts the American trade Proposals, it will do its best to live up to them. But many Conservatives oppose adoption of the multilateral trade system.

Dr. Paul Einzig, London financial writer, repeatedly has described British fears of the consequences of becoming, through Bretton Woods, the loan, etc., a tail to the American economic kite. Laborites share those fears, Einzig reports, because "it was the repercussions of the Wall Street slump that brought down the Macdonald Labor Government" in 1931.

Should another similar slump occur, the ten per cent devaluation leeway afforded Britain under the Bretton Woods program will not suffice to safeguard Britain's trade. The London *Economist*, in a recent issue, also sounded a warning against excess optimism:

"To counter many misconceptions prevalent in the United States, it should be stressed at the outset that the grant of the loan will remove the need neither for import licensing nor for exchange control in this country. Quantitative restrictions on imports will remain for the time being, though they may be modified in the light of what transpires during the pending international conferences for trade and employment. That charter, however, is merely a basis for discussion.... The only commitment on imports that has crystallized as a result of the ratification of the loan agreement is that Britain ceases specific discrimination against U. S. imports."

One of the perhaps less conspicuous tough problems facing international trade negotiators will be that of "infant industry" countries. A trend toward industrialization has been growing for years in countries throughout the world. Reasons have been varied. Foreign exchange shortages, national pride, rivalry, military considerations, all

The Conference Lasted 200 Miles!



1. They had a last minute chance to bid on an important contract. And the final figures weren't quite ready when it was time to leave for the meeting—600 miles away. So the boss reserved connecting Pullman bedrooms. When the wall between them was swung back, there was a spacious, comfortable "conference room"!



2. While they worked in air-conditioned comfort, the Pullman porter kept the thermos jugs filled with fresh water—brought cigarettes and refreshments—gave them the attentive personal service for which Pullman has been famous for more than 80 years.



3. The conference lasted 200 miles! Then they all got a good night's sleep—undisturbed by any thought of not getting there in time, for there isn't any worry about weather, roads and mountains when you're on a train. What a swell way to travel! Going Pullman, you get *comfort, service and safety* that no other way of going places fast can match!

GO PULLMAN

*THE SAFEST, MOST COMFORTABLE
WAY OF GOING PLACES FAST!*

COPYRIGHT 1946, THE PULLMAN COMPANY



Could this risk wipe out your profits?

CHECK YOUR RECEIVABLES . . .
THEN SEND FOR THIS BOOK ON
"CREDIT LOSS CONTROL"



A large percentage of your working capital is represented by your accounts receivable. Look at your statement. Then think what could happen . . . if business failures and credit losses shot up again as they did after World War I. In that period of readjustment, current liabilities of failures shot up to 553% of the 1919 total in just two years.

Will that happen again? No one knows. But sound business judgment will tell you that your receivables are important assets at all times . . . subject to risk at all times . . . should be protected at all times. That is why manufacturers and wholesalers in over 150 lines of business carry American Credit Insurance . . . which GUARANTEES PAYMENT of your accounts receivable for goods shipped . . . pays you when your customers can't.

"Credit Loss Control" . . . a timely book for executives . . . may mean the difference between profit and loss for your business . . . in the months and years of uncertainty and change that lie ahead. For a free copy, address American Credit Indemnity Company of New York, Dept. 41, Baltimore 2, Maryland.

J. F. Fadden
PRESIDENT

**American
Credit Insurance**
*pays you when
your customers can't*



OFFICES IN PRINCIPAL CITIES OF UNITED STATES AND CANADA

have played a role. Partly, the desire to industrialize has been behind many foreign demands for financial assistance from the U.S.

A country which, with or without borrowed capital, has established an infant industry is going to be under considerable home pressure to protect that industry by trade barriers of some sort.

Quite apart from any inconsistency between Washington's trade Proposals and its public and private foreign investment program, the industrialization of raw material countries would seem to be contrary to the theory of international division of labor implicit in the multilateral maximum-trade objectives of this country. U.S. officials, of course, reject the notion of any inconsistency.

"The more industrialization," they say, pointing to past trade statistics, "the more U.S. international trade there is."

Limits on cartels

CARTELS also are earmarked for special treatment in the conferences. "If trade is to increase as a result of the lightening of government restrictions," the Proposals state, "the governments concerned must make sure that it is not restrained by private combinations."

The Proposals suggest machinery for dealing with private cartels. To meet problems arising in raw material countries (a subject linked with that of cartels) the Proposals recommend intergovernmental agreements. In these, consuming as well as producing countries would participate.

This subject, too, offers difficulties. Not a few raw material producers consider it the duty of larger and wealthier countries to guarantee stability for the prices and markets for the unprocessed commodities. If private commodity agreements are outlawed, countries concerned will insist upon some effective governmental substitute.

With the progressive movement of business back to peacetime production, it has become increasingly evident that greater volume of trade is necessary. The United States is making the moves which it hopes will result in strong response on the part of the conference-participating nations.

Between now and the consummation of this country's trade hopes lies much difficult negotiation. With even the best of will on all sides, fully undoing the work of the '30's will take years and require a much more favorable political climate than prevails today.

Because photography lasts . . .

This picture was taken in 1900. Today . . . as a photograph . . . it's as good as ever; as a record, it's more interesting, more valuable every year. Photography lasts . . . And because it lasts, photography has great usefulness to business, industry, and the professions.

Once an accident scene, an operation, a construction project are photographed, the completeness and accuracy of details can be lastingly assured.

Once nameplates, legends, dials, or designs are reproduced with the Kodak Transfax process on products with non-porous surfaces, they become permanently lightproof, waterproof, dilute acidproof, rubproof, oilproof.

Once contracts, drawings, or other valuable papers are automatically photographed on Recordak microfilm, they can be stored with maximum protection against fire, flood, theft.

Photography lasts . . .

It has many other unique characteristics. If you want to get a brief introduction to some of the things photography can do for you because of these abilities, write for our new, free booklet, "Functional Photography."

Eastman Kodak Company, Rochester 4, N. Y.

Theodore Roosevelt on tour during the 1900 Presidential campaign



They Wear No Man's Collar

(Continued from page 52)

whose California brand of liberalism sometimes appears slightly pink to an easterner, is a forthright labor friend. Yet none are die-hard, labor-is-perfect howlers; none depends entirely on labor to keep her seat.

Nor are any congresswomen spokesmen for business interests or pressure groups. And they are all Caesar's wives when it comes to profiting from their positions.

Douglases ran for husbands

FIVE have or have had children. Only two have young children, Helen Gahagan Douglas and Emily Taft Douglas of Illinois. These two are in a sense war substitutes for their husbands. It was the original plan in the Douglas families that the husbands would try to enter Congress. When America entered the war both men enlisted, and their wives ran for office.

Helen Douglas' husband, Major Melvyn Douglas, the movie actor, served in the CBI theater, has returned unharmed. Emily Douglas' husband, Marine Major Paul Douglas, was wounded at Okinawa. He is an ambulatory patient at the Naval Medical Center just outside of Washington.

Because it involved family life, one of the rare roll calls in which the women were watched as bellwethers was the recent House vote on extending selective service. Except for Miss Sumner, all the women voted for it and against the amendment exempting youths and fathers.

All generalizations being false, including this one, it may be said that the more successful and best adjusted congresswoman is or has been married and is mature, which merely puts her in the same category with most people of affairs. She will probably be well educated and have had some community and social welfare experience.

Yet the present dean of the congresswomen is strictly a clubhouse professional. Mayor Frank Hague of Jersey City gets few good notices but to him goes credit for nominating Mary Teresa Norton—in 1924.

Luckily, Mrs. Norton

was a natural. She says proudly in the "Congressional Directory" she was "born, educated and always lived in Jersey City." She omits the year. Tall, dark-haired, hearty, with the Irish knack for politics, she comes closer than any of the others to being considered just another member by her male colleagues. She is a widow and childless.

Mrs. Norton was the first woman elected to Congress by the Democrats and she is the first to be chairman of a congressional committee. First it was the District of Columbia committee which made her unofficial mayor of Washington. Now it's labor.

Her job is hard. Labor has bitter House foes; its majorities are harder come by there than in the Senate. In her Republican minority are some stormy petrels like Clare E. Hoffman of Michigan. But she gives no quarter and asks none.

Last spring the Women's National Press Club gave her its Achievement Award for government.

Followed her husband

MRS. Rogers, who is Mrs. Norton's opposite number, was elected in 1925 to fill the vacancy caused by the death of her husband. Mrs. Rogers did not spring from "the people"; she was graduated from private schools, Rogers Hall in her native Lowell, and Madame Julien's school in Paris. This elegant background has not prevented her from pleasing her importantly industrial district for 21 years, though it remains unmistakably reflected in her personal characteristics.

Mrs. Rogers has two potent committee assignments. She is ranking member on World War Veterans' Legislation and second ranking on Foreign Affairs. Should House control shift, she is due to be her party's first woman chairman of a committee.

Interest in women's affairs

UNLIKE Mrs. Norton, Mrs. Rogers rather specializes in women's affairs and she has won rather a special place in the affections of those interested in women's progress. She introduced legislation creating the Women's Army Corps and has been a mainstay of the nurses. Her legislative fostering of veterans springs from experience. She nursed the disabled overseas in 1917 and for four years thereafter devoted herself to their problems as a Red Cross official.

At 65 she is a hard worker, a touch inclined to overconscientiousness. Joe Martin has jocularly called her his alarm clock because of her habit of calling him so early each morning about the day's work.

Compared to veterans Norton and Rogers, the rest are newcomers.

Miss Sumner arrived from down-state Illinois in 1938 with what seemed superior preparation—Smith College, law at Columbia, Chicago and Oxford, a Wall Street law shop and county judgeship. But an attitude aggressively individualistic has not paid dividends in a happy and effective House career. Her tacit admission of this lies in her voluntary refusal to run for reelection this fall.

The rush started in 1940 with two hits: Mrs. Bolton and Margaret Chase Smith of Maine, both Republicans, both filling their late husbands' unexpired terms.

Born and married to wealth and position, Mrs. Bolton has made successfully the difficult transition from representing silk stockings to holding her own in a working-class district, a change made necessary by redistricting of the state. She was able to do it because she had been active for years in public health nursing, nursing education, social service and education.

Older than the other new ones—she does not tell her age but states she was married in 1907—Mrs. Bolton is the rich gentlewoman with social instincts. She is a patron of



"He'll miss this terribly when we find a place"

WHEREVER YOU GO — YOU SEE BURROUGHS MACHINES

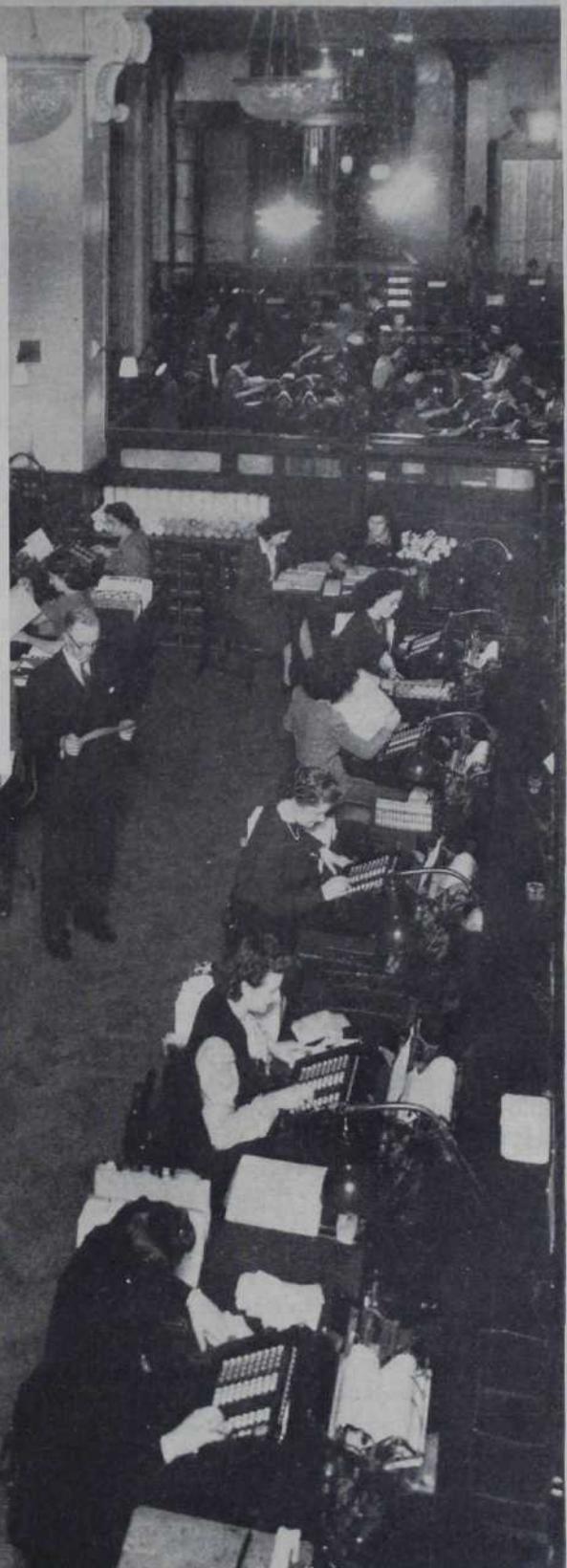
One reason why you see Burroughs machines wherever you go is that Burroughs has always had a reputation for precision-built machines unequaled in the industry. Today, the most modern scientific equipment is in use in the Burroughs chemical, physical and electronic laboratories; the skill, experience and much of the fine precision manufacturing machinery so effectively employed by Burroughs in producing the famous Norden bombsight are being utilized to keep faith with satisfied customers throughout the world who look to Burroughs for the best in business machines.

BURROUGHS ADDING MACHINE COMPANY • DETROIT 32

Burroughs

IN MACHINES
IN COUNSEL
IN SERVICE

MIDLAND BANK LTD., ENGLAND—More than 1,000 branches of Midland Bank in England are equipped with Burroughs machines. The picture shows a typical accounting machine installation in a London branch.



FIGURING, ACCOUNTING, STATISTICAL AND CASH REGISTERING MACHINES • NATIONWIDE MAINTENANCE SERVICE • MACHINE SUPPLIES

Chemicals for Cleanliness



In Hercules Land are found many of the chemical materials that help soap and disinfectant manufacturers to produce better, more economical aids to cleanliness and health.

Hercules Land is the source of pure terpenes, bases for highly effective, fragrant disinfectants. These terpenes serve as wetting agents in soap, extenders for soap, in commercial laundering, and in perfume bases.

Hercules rosins and rosin derivatives are used in soap making and as emulsifiers in industrial cleaning compounds and household cleaners.

If you make soaps or disinfectants, it will pay you to know more about Hercules. The new 40-page book, "Hercules Products", describes the many chemical materials for industrial uses.



HERCULES POWDER COMPANY

947 Market Street, Wilmington 99, Delaware

HERCULES
CHEMICAL MATERIALS
FOR INDUSTRY

the nurses. Her committee is Foreign Affairs for which she is well qualified. She has been helpful to UNRRA and has a slight case of Russophobia.

All this coincides with her background. Her domestic voting record—liberal—probably reflects her district's needs rather than her personal predilections. Her male colleagues are not very cozy with Mrs. Bolton. They find her a little imperious, occasionally arbitrary. But they like and respect her.

Well liked by Congress

MRS. Smith is the all-around girl of the congressional campus. Few members are as universally approved and liked by their colleagues. She is in person the golden mean. Other members find her considerable capabilities as palatable as her fresh face with its soft waves of prematurely gray hair. Never extreme, she does not shirk taking a position. Few descriptions of her omit the word wholesome, including this one.

Maine went for Landon and it continues to return Mrs. Smith without much argument. She is solidly grounded. A native, she worked in a variety of Maine industries and, when married, was secretary of a woolen mill.

She is the first woman on the Naval Affairs committee and the only one acceptable to its old czar, Chairman Carl Vinson. This is vastly pleasing to her coast state.

Her record is progressive enough to satisfy a large labor bloc but yet hold her Yankee farmers. Mrs. Smith manages to combine the sterner Maine virtues with a broader outlook and less teacherish habit than most.

The author of "The Women," none of whose characters resemble any congresswoman living or dead, joined the group in 1942—Clare Boothe Luce, playwright, author, journalist, foreign correspondent, lecturer, wife of *Time-Life-Fortune* Luce.

Congress probably has been more of a disappointment to Mrs. Luce than she to Congress. The spotlight beats only irregularly upon one member in 535, the average day brings hard work, scant thanks and none to impress.

For various reasons, Mrs. Luce has not won the respect her excellent mind and superior preparation deserve. There were initial mistakes. Because many people hated Franklin Roosevelt personally, she underrated the respect for the White House in Washington. Her *Time*-worthy "globaloney"

phrase was hardly worth the damage to her serious pretensions. Her "GI Jim" speech soured many. Her first important House speech put her in the role of pleader for a special interest with which her state chairman was associated. The public does not get these nuances but the House did and it was not a help to her drive for high level standing. She did even more serious damage to that effort when she injected farce into the atomic energy debate.

Mrs. Luce's assignment to Military Affairs is not a happy one. She wanted Foreign Affairs which suits her experience but her party already had two women on this coveted committee.

The inveterate middle-classness of the House presented its most famous member with a problem in personal relations. In turn they have not been kind, perhaps fearful of being patronized.

Mrs. Luce has an excellent voting record which would be a help should she run for the Senate this fall. A race between her and Chester Bowles would mean a gaudy contest.

She should do much better in the Senate. She has taken her lumps already and she is a quick study. Her recent conversion to Catholicism, her increasing championship of the colored race, may indicate that she has reached a turning-point in her life. Clare Luce has the brains and control to accomplish anything for which she cares to pay the price.

And at 40, she still makes other women look as if they hadn't quite finished dressing.

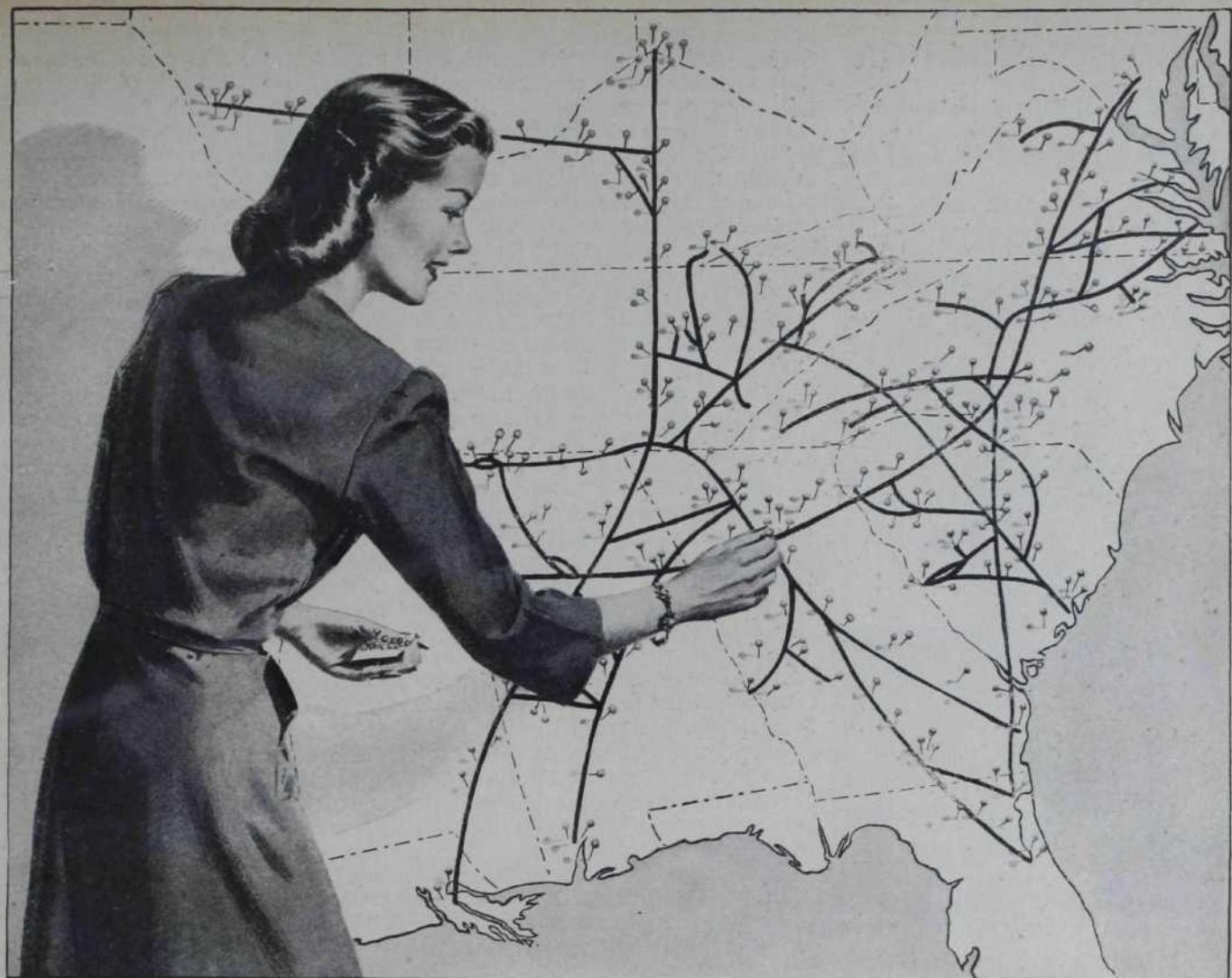
The California Douglas is not quite on her political feet yet either. But the tall beauty who states firmly in her official biography that her occupation is "stage star and opera singer" has got the instinct for manipulative politics that is common to successful bosses and rare in women.

Handicapped at first

HELEN Douglas had several strikes on her on her arrival. She was an actress, she was Hollywood, she was a pal of Mrs. Roosevelt. It is the more creditable that she has established herself as a hard-working, intelligent legislator who has justified her Foreign Affairs assignment by leading the House fight for civilian control of atomic energy with wit and force.

Of all the women, she is the one the professionals are watching.

Helen and Melvyn Douglas entered politics via a depression-born



Our Pin-Up Girl

Our "Pin-Up Girl" keeps tab on new industries for us. As new industries move into Southern Railway territory she pin-points the locations on a map. Last year she used 178 pins—and she is using even more this year.

She listens with mounting enthusiasm when our industrial development experts quote facts and figures on the unlimited opportunities in the South for economical and profitable production and distribution.

She's heard all about the South's raw materials, ample reservoir of skilled and unskilled workers, abundant power and fuel. She knows

that mild climate brings savings in plant construction, maintenance and fuel costs.

Moreover, she has learned that the Southern Railway System offers efficient, dependable, economical mass transportation for all kinds of freight . . . bringing supplies to the factory doors, and taking finished products to great consuming centers and to busy ports.

Because our "Pin-Up Girl" knows that "*industrially, the trend is Southward*," she's reserving a spot on the map for your factory.

Look Ahead . . . Look South!

Ernest E. Morris

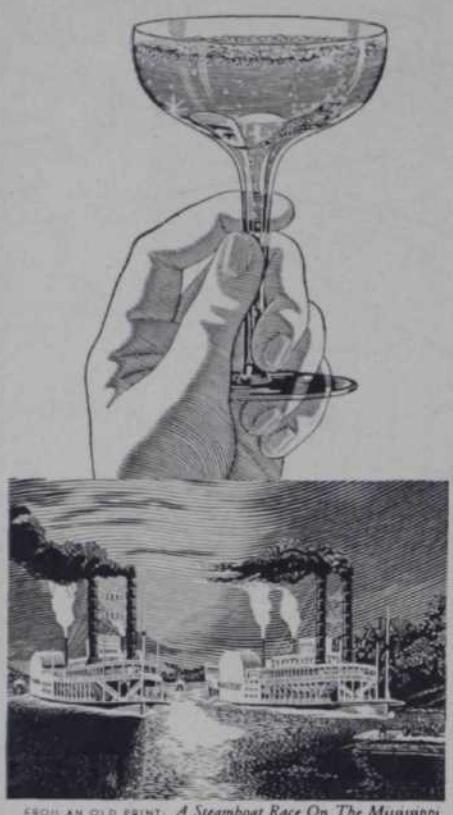
President



SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

DOUBLY DELIGHTFUL
The Southern Comfort
CHAMPAGNE COCKTAIL



Doubly Delightful—lively champagne and subtle, smooth, 100 proof Southern Comfort: Into champagne glass pour one pony of chilled Southern Comfort, dash of bitters (optional), fill with very cold champagne, garnish with thin lemon peel. It's marvelous!

RECIPE
BOOKLET
ON EVERY
BOTTLE



There's Only One

SOUTHERN COMFORT
 100 PROOF LIQUEUR

America's Most Versatile Drink

SERVED ON MANY OF THE NATION'S FINEST TRAINS
 SOUTHERN COMFORT CORPORATION, ST. LOUIS 2, MO.

interest in California's excruciating migrant problem. He was soon appointed to the state relief commission; she became Democratic National Committeewoman.

In California they go in for politics in a big way and Mrs. Douglas is one of the maestros. She digs up suitable candidates, she organizes districts, she zestfully fights for behind-the-scenes power. At the 1944 national convention she fought the Edwin Pauley group of her delegation in behalf of Henry Wallace's nomination.

Her friends' constant counsel is for patience and control and they say she will take advice. She gets on well with men. Given the breaks—and brakes—her future is bright.

The Democrats of Connecticut have scored some of their greatest successes with college professors—notably former Governor Cross—and Mrs. Chase Going Woodhouse is another bull's-eye. A professor of economics at Connecticut College, she was drafted for the secretary of the state job, from there slid into the House in '42.

Acting completely in her cool, intelligent, methodical character, she has organized her political life precisely as she laid out lectures for the school year.

She asked for the committee suited to her specialty, Banking and Currency, where she has made a remarkable impression on such complexities as Bretton Woods, the British loan and OPA. Her bridge from the House to the home folks takes the form of bimonthly trips to talk over current problems at whatever forum is available. The effect is a smooth Woodhouse machine in a normally Republican district. Her male colleagues respect her brains and political acumen enormously, though she is too much on the thinking-machine type for any great camaraderie to develop. Her precise appearance, delicate and dignified, also discourages any *hail-fellow* friendships.

Largest constituency

THE House member who represents more people than any other is Emily Douglas who was elected at-large from Illinois in 1942. Mrs. Douglas therefore has had to do almost a senator's job.

In a gesture of unusual sensibility, the leadership placed both Douglasses on Foreign Affairs in recognition of their stake in the war, both their husbands being then in the Pacific.

Intelligent and intellectual, with long experience in civic affairs, Emily Douglas has been an ex-

tremely useful legislator. Innately modest, she is neither a leader nor a rebel, but is never a blind follower. Her inclination has been toward women's and welfare legislation; she is currently promoting federal aid to rural libraries.

More than other newcomers, she has won friends with a gentle quality that is altogether feminine.

The South, better late than never, sent its two in 1946, Helen Douglas Mankin of Georgia and Jan Pratt of North Carolina.

Miss Pratt, whose career has consisted of being an efficient secretary to four North Carolina congressmen over a period of 22 years, was appointed as a courtesy when her last boss died last spring. By that time the primary had been held so she could not run, even had she wished, for the full term. She is well-qualified and her friends hope she will feel the stirrings of ambition.

A career in politics

MRS. Mankin is different. She is a career politician who served her apprenticeship in the Georgia legislature before the mid-term retirement of her congressman gave her her chance. A lawyer, she built her campaign on the issue of discriminatory freight rates charged the South, which indicates her professional flavor. In the legislature she had fought child labor and for improved health and welfare.

Her unexpected success attracted attention because an almost solid bloc of colored votes in Atlanta gave her a last-minute majority. This was misleading. She is strictly a southern liberal which puts her about center, and she is a right-side-of-the-tracks native of Atlanta with a family background that is intellectual and professional. Mrs. Mankin profited from Gov. Ellis Arnall's drive to liberalize Georgia; whether it will pull her through again is doubtful.

Tall, nervously vital, a little on the trying-too-hard side, Mrs. Mankin has been a quick study in the House. She has the makings of a good member.

It was Mrs. Mankin who elicited from Speaker Rayburn the clue to the current crop of congresswomen. When Miss Pratt was appointed, the House, responsive to her long service among them, seated her with kudos, hearts and flowers.

"You-all didn't make that much fuss over me or the rest of us," jested Mrs. Mankin to the Speaker.

"No, ma'am, we didn't," conceded Rayburn. "But the rest of you play for keeps."



Is anything more important than a raise?

Most men want money and the good things money can buy.

Yet every employer has sensed, at times, that something more than money is involved in the psychology of a man asking for a raise.

To the man who works for you, a raise is a handshake, a vote of confidence. It tells him: "We like your work. You have a future here." It satisfies the need for recognition that lies deep in our hearts and the equally great need to feel safe in our jobs.

In the same sense this is the strength and value and the importance of a pension plan. It says to all those who work for you: "Your future and your peace of mind are important to us." To older employees a pension plan means security. To ambitious youngsters it means advancement through the regular retirement of older men. To both it is a token of management's sincere interest, all the more reassuring because it is freely given.

A John Hancock man can tell you many useful things about pension plans and offer sound, conservative advice based on the experience of thousands of other employers. Best of all, he can devise a pension plan suited to the particular needs of your business.

Your local John Hancock agent is ready to place his experience as well as home office assistance at your disposal.



Is Prohibition Coming Back?

(Continued from page 49)
Library of Congress in Washington.

It is the clearinghouse and paternal mentor for the Anti-Saloon Leagues of 33 states. Training courses for speakers, organizers and promoters are conducted at Winona Lake, Ind., home of the late Billy Sunday. Edward B. Dunford, the League's legal counsel, is an outstanding authority on liquor litigation. His predilection for state rights guides League policies on a gradual step-by-step campaign for prohibition.

On the opposite side of the world's largest library is found the Methodist Building, national headquarters of the Methodist Church. This building also rents rooms to congressmen and competes with the Supreme Court for the best public cafeteria on Capitol Hill. All denominations have temperance societies, but the Methodist is the best known.

Its executive secretary, Ernest H. Cherrington, with years of dry campaigning behind him, outlines present tactics as the education of the public, winning small units and eventually states.

The National Temperance Movement headquarters is in Chicago. It has cooperating or affiliated units in 26 states and Canada. While all organizations avow their unselfish cooperation in the cause, no love is lost between this group and the Anti-Saloon League. Leaguers comment that the National Temperance Movement was organized by dissenters from their organization, while the Movement's supporters believe League policies are

of a bygone age and that new blood is needed.

The Movement is committed to "a positive, constructive, scientific, up-to-date activity in temperance cultivation" which they hope will appeal to GI's, high school and college graduates and business men and women. The Rev. W. Earl Hotalen, a Methodist clergyman of Birmingham, Ala., is president, and Herbert H. Parish, a retired pastor, is administrative director in Chicago.

Unique among temperance organizations is the American Business Men's Research Foundation in Chicago. It was organized in 1927 by business men from more than 50 lines and most states. Richard H. Scott, head of Reo Automobile Company, was its first president. Frank E. Gannett, publisher, of Rochester, N. Y., served as president, an office now held by Henry M. Johnson, Louisville lawyer.

The Foundation produces material which others can use. It publishes the liquor interests' statements of tax contributions but adds its own deductions of the cost of accidents and crime "attributable to drinking." It reported that distillery warehouses were bulging with reserve stocks, and that cries of shortage were to increase prices and get another holiday from producing for war purposes.

Cartoons help the battle

THE "Old Judge Says" cartoons by the liquor interests prompted the Foundation to launch its own series, "It's Hard to Believe." An

advertising battle is a new wrinkle in the conflict which started in 1789 when the first temperance society was born in Connecticut. Michigan last year was dotted with modest roadside signs extolling that state's wines. This year, drivers could read:

"Wine has drowned more men than water," "The mahogany bar often leads to the basswood casket," "Wheat and corn crops change but the wild oats crop is stable," and other advice.

The rivals have their own privately produced propaganda movies. The Woman's Christian Temperance Union shows "Pay Off" at its rallies; the wets show "Meet the Martins," and the Anti-Saloon League stages a show, "Prisoner at the Bar."

The Foundation has a motion picture editor to criticize alcoholic beverage scenes and dialogue and the unconscious humor of Hollywood. It says Charles Jackson, author of "Lost Week End," credits Hollywood with reforming his drunk, a Hays' office change, while the book left him out on a limb. The Bourbon Producers' full-time Hollywood public relations man, Walter E. Kline, had the souse ask for rye, not bourbon.

After years of curing screen actors of the habit of ordering Scotch and soda, "The Great John L." came along with a bourbon taste. A scene in which John L. asked for a double bourbon and smashed the glass against the back bar was cut and dialogue added to the effect that he was for moderation but not for prohibition.

Variety, the theatrical magazine, reports an eager wine public relations man who wanted trade mention in "Our Vines Have Tender Grapes." He was informed that neither vines nor grapes were in

INBAD THE IMP.



COPYRIGHT 1945 CONFERENCE ALCOHOLIC BEVERAGE INDUSTRIES, INC.

The Conference on Alcoholic Beverage Industries, in its desire to offset unfavorable opinion, distributes cartoons, such as this one, emphasizing the respectability of its retail outlets



OXYGEN TO BREATHE is the most important thing in the world to one who is ill and unable to get enough for life from the air alone.

The use of oxygen in medical practice has grown rapidly in recent years. Physicians have found it effective in the treatment of certain types of heart disease, shock due to wounds or injuries, following major operations, and for numerous other illnesses.

The need for extra oxygen is so frequent in hospitals that many of them, instead of depending on cylinders of oxygen brought to the bedside, now have convenient oxygen outlets in many rooms and wards. Oxygen is brought directly to the bedside through an unseen "pipeline" from a centrally located "bank" of oxygen cylinders.

Oxygen is a principal product of Units of UNION CARBIDE. It is supplied to hospitals—and in much greater amounts to industry for numerous mass-production operations—largely through The Linde Air Products Company.

Linde Oxygen is now so readily available that no one need ever be without oxygen for any purpose. Oxygen is but one of the many basic and essential products from UCC—materials which, all together, require continuing research and engineering work with over a third of the earth's known elements.

FREE: Physicians, nurses, teachers, and others who would like more information on the availability of oxygen, and on the various types of oxygen therapy equipment, are invited to write for a copy of the "OXYGEN THERAPY HANDBOOK." Ask for Booklet N-9.

UNION CARBIDE
AND CARBON CORPORATION

30 East 42nd Street



New York 17, N. Y.

Products of Divisions and Units include—

ALLOYS AND METALS • CHEMICALS • PLASTICS
ELECTRODES, CARBONS, AND BATTERIES
INDUSTRIAL GASES AND CARBIDE

Willys-Overland Presents THE 'Jeep' STATION WAGON

New vehicles to meet new needs—this guide-star of Willys-Overland engineering brings to business, large and small, a long-needed dual-purpose vehicle—the "Jeep" Station Wagon.

In its roomy body are full-size seats for seven adults, with plenty of head, leg and shoulder space. All seats except the driver's are removable, providing 56 usable cubic feet of load space, easily accessible through the rear doors.

Body and top are *all-steel*, which means less weight, more safety and a lasting finish—no wood-body squeaks and peeling.

It is powered by the Willys-Overland "Jeep" Engine, world-famous for performance, long mileage and low upkeep. The "Jeep" Station Wagon is quality-built for years of efficient service.

There's a place in your business for this newest "Jeep." See it now.



The "Jeep" Station Wagon is quickly adaptable to changing needs—seats for 7 adults, as shown in diagram at left, or load space of large capacity.

Willys - Overland Motors Inc. TOLEDO 1, OHIO

the picture and advised to consult "Grapes of Wrath," which is equally arid.

Since its first meeting in Cleveland on November 17, 1874, WCTU has organized in 54 countries. Other organizations may get more headlines, but WCTU is the solid support for every dry battle from the smallest village to the big city. It is an organization of members—400,000 in the United States—each working for the cause and paying \$1 a year dues.

Its aim is total abstinence for the individual and prohibition for state and nation.

World headquarters is in London, though Mrs. Ella A. Boole, president, lives in Brooklyn. The national headquarters is in Evanston, Illinois.

Mrs. D. Leigh Colvin, a speaker at dry rallies of importance, is national president of WCTU.

Busy middlemen between the wet and dry forces are the lawmakers. During the last two years, 1,570 liquor regulatory bills were introduced. Of these only 65 passed and 30 are still pending.

Most of the bills which passed related to taxes, while those which died covered every conceivable possibility. Sen. Arthur Capper of Kansas wants to prohibit liquor advertising by radio or mediums using interstate commerce while Congressman John E. Rankin of Mississippi would limit the prohibition to radio. Alabama, Idaho, Indiana, Iowa and North Dakota suggested prohibiting all such advertising, but Minnesota would exempt periodicals. Mississippi and Virginia would merely tax it.

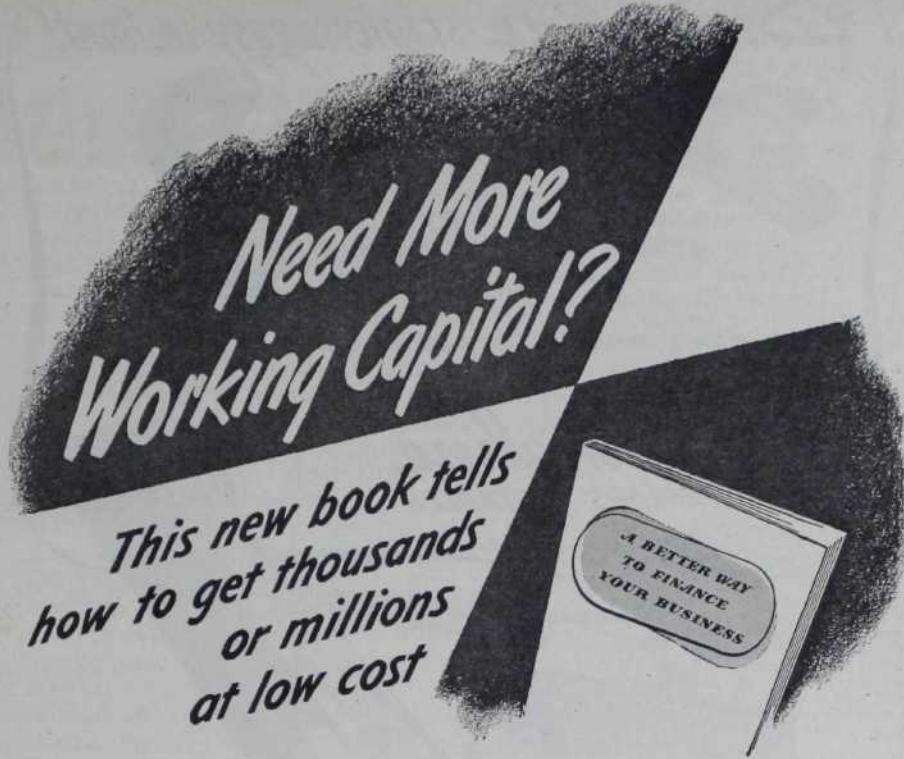
The busy legislator finds much to regulate in the 17 states where the sale of alcoholic beverages is a state monopoly—Alabama, Idaho, Iowa, Maine, Michigan, Montana, New Hampshire, North Carolina, Ohio, Oregon, Pennsylvania, Utah, Vermont, Virginia, Washington, West Virginia and Wyoming.

Putting states into the liquor business has increased consumption in some, reduced it in others. But it is profitable—Pennsylvania, Ohio and Michigan take in more than \$100,000,000 a year.

Beverage industry talks back

THE ALCOHOLIC BEVERAGE industry, realizing it has a fight on its hands, has mobilized distillers, vintners, brewers, wholesalers, rectifiers, distributors, and retail dealers.

Last June, Licensed Beverage Industries was incorporated in New York for public relations.



IF YOU NEED MORE CASH than you can get from present sources, send for a copy of "A Better Way to Finance Your Business." Learn how little money costs, how much more you can get and how long you can use it under our Commercial Financing Plan.

Manufacturers and wholesalers have used our plan to a total of more than *One Billion Dollars* in the past five years . . . because they found it more liberal, more flexible, more conducive to progress and profit.

Our new book gives you the complete story. You'll find dollars and cents comparisons of the low cost of money under our Commercial

Financing Plan vs. Time Loans . . . with case histories of the growth and profits which customers have realized through our plan. You'll find that our plan involves no interference with your management . . . and frees you from worries about renewals, calls and periodic cleanups of your loans.

Send today for a copy of "A Better Way To Finance Your Business" . . . and see why the number of new users of our plan thus far in 1946 is more than double the number for the like period of 1945. No cost. No obligation. Write the nearest Commercial Credit office listed below and ask for booklet "C."

COMMERCIAL FINANCING DIVISIONS:
Baltimore, New York, Chicago, Los Angeles, San Francisco, Portland, Ore.



FINANCING OFFICES IN PRINCIPAL CITIES OF THE UNITED STATES AND CANADA

Swingline stapler...easy to load!



SWINGLINE'S patented Swing-Back head assures split-second loading. This *easy-action* stapler tacks and pins, too. Loaded with SWINGLINE'S 100% ROUND WIRE non-clog Staples, it's the World's speediest stapling team. Make your office, home and school Swinglined.

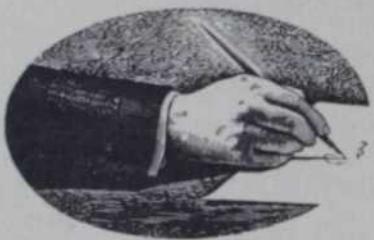
SPEED PRODUCTS COMPANY, INC. • LONG ISLAND CITY 1, N.Y.

Swingline
STAPLERS STAPLES



100% round wire staples are best for all standard staplers

BUSINESS SUCCESS At the Tip of Your Pen!



Send for this Famous FREE Booklet!

"FORGING AHEAD IN BUSINESS" is a stimulating, 64-page booklet which describes the Alexander Hamilton Institute's executive training plan. If you are ambitious and really want to get ahead in the business and industrial world, you will find this one of the most stimulating pieces of literature you have ever read.

It is mailed to you absolutely FREE! Use the coupon!

ALEXANDER HAMILTON INSTITUTE
Dept. 449, 71 West 23rd Street, New York 10, N.Y.
In Canada:
54 Wellington Street, West, Toronto 1, Ont.

Please mail me, without cost, a copy of the 64-page book—"FORGING AHEAD IN BUSINESS."

Name _____

Address _____

*Duophoto presents
the ultimate in
post-war photocopying
equipment*



Duophoto reproduces exact copies of anything written, printed, photographed, drawn, etc.—in less time than it takes to tell about it. The entire production of Duophoto equipment is now available to industry in 8 new models.

From Sizes 10" x 14" to 40" x 60"

Duophoto Corp.

30 WEST 25TH STREET, N.Y. 10

W. W. Wachtel, president of Calvert Distillers, is chairman.

The Distilled Spirits Institute in Washington keeps the trade informed and does research. It includes distillers, vintners who distill fruit brandies, and allied trades. The Institute originally covered a broad field until its head, Dr. Wesley A. Sturgis of Yale University, resigned.

In 1940, the Schenley group set up Allied Liquor Industries in New York to handle its public relations while the others established the Conference of Alcoholic Beverage Industries.

Licensed Beverage invites all into the fold, particularly the beer people. Their organization is the United States Brewers Foundation in New York. California wine interests support the Wine Institute in San Francisco. New York, Michigan and Ohio, producing ten per cent of what is consumed, have their own organizations.

Until recently the beer people have borne the brunt of the fight. Sale of 3.2 beer was, and still is, legal in all states though not in all counties, and beer interests reason that it is better tactics to get beer exempted from a local option contest than to fight to save the purveyors of more than 3.2.

Advantages are told

THE liquor industry tells the public of its tax contributions; of its \$3,500,000,000 of war bond purchases, alcohol production for rubber, explosives, aviation fuel, plastics, rayon, drugs, wine tarts, livestock feeding, grain gifts to UNRRA, widespread community work and liberal charities—none of which encourages drinking.

The Wine Institute shows that in 1938, before it popularized wine, California grapes sold for \$12 a ton but reached \$100 in 1944. It issues booklets urging moderate use, as a beverage with meals and in cooking. In the seven years, *per capita* annual consumption has increased from around half a gallon to three-fourths, still far behind the 30 gallons *per capita* in France, 25 in Italy and 15 in Argentina.

Many persons believe the drys are sincere but intolerant in advocating sumptuary laws to prevent a citizen from taking a drink. The same persons class the wets as so tolerant that they tolerate flaunting of law, social or state, as part of the business. To these persons, moderate drinking and observance of laws offer the only satisfactory solution to the problem.

Youth Storms the College Portals

(Continued from page 43)
we are to reduce delinquency and improve human relationships.

A program of education cannot solve the problems leading to an industrial crisis, but it can find the facts and explain their meaning and implications to the people. This requires a knowledge of economics, government, history, psychology, and sociology. It is difficult to reach a reasonable grasp of labor-management problems short of several years of higher learning.

The top leaders in labor and management should be given such understanding, along with many men in the rank and file, in order that issues may receive a fair discussion.

Education can go wrong

WHILE there is no danger of too much education, education may be misdirected. No country had better technically trained people than Germany, but something went wrong with the total educational program. Its people were so naive as to be ruined by the Nazis. With all their getting, they failed to get understanding.

The economic justification for subsidizing college training cannot rest alone on occupational need. It must be based on the need for personal and social competence. As the individual gains in skill, judgment and general usefulness, he repays society a hundredfold.

The need is met not by limiting education, but by directing it into good channels. The college student of the future may not be satisfied by existing occupational courses or by standard liberal arts curricula.



"And this is Mr. Wade, one of my husband's very best co-signers"

He may regard the latter as too abstract or remote.

Below the professional levels of medicine, dentistry, law and engineering we find a tremendous area of demand. It embraces such fields as retailing and small business management, building construction, electrical technology, metal products manufacturing, transportation, industrial chemistry, mechanical design, graphic arts, food administration, home administration and installation, maintenance and operation of mechanical equipment.

In the industries represented in New York State, there are places for five technicians for every professional engineer employed.

To meet these needs the state has committed itself to an experimental program that calls for the immediate opening of five State Institutes of Applied Arts and Sciences. These institutes will offer two-year programs in vocational-technical education designed to be terminal. Of every 100 youths in New York prior to World War II, only 50 finished high school; 20 of these entered college or professional school. It is believed that from six to ten of the 30 who graduated but did not go to college would enter institutes if they were generally available. A primary concern in the new institutes is a balancing of occupational and general education.

If the number of youths in higher education should double, how much plant expansion will be necessary? What will be the cost? Who is to provide the funds?

If New York figures are typical, classroom and laboratory facilities can absorb a 50 per cent increase in enrollment (through the utilization of 50 to 75 hours per week). Also, colleges with a relatively high faculty-student ratio could add students to existing classes without too serious an impairment of teaching quality.

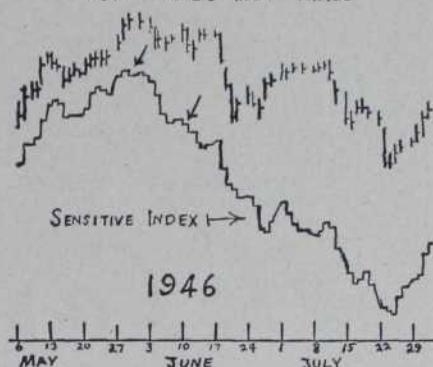
It appears that if colleges are to double their 1940 enrollment by the 1960's, they will require a 100 per cent increase in faculty, the same increase in housing and dining facilities and at least a 50 per cent boost in classroom and laboratory space. While the new outlay will be large indeed, youth cannot wait. All the indicated expenditures are in the direction of peace and a better life.

Many private colleges will have

Profits in Today's Stock Market

FREE Booklet tells amazing story of tested methods.

DOW JONES INDUSTRIALS



Notice the amazing importance of the Sensitive Index. When the market advances and this Index declines it shows declines ahead. If this difference lasts only a few days the indication is for a minor decline. If it lasts for weeks and repeats, it shows bear markets ahead. When the market declines and this Index refuses to decline, it points to advances. The data of this Index with a chart is published weekly in our bulletins.

Send today for your copy of a new FREE booklet which outlines in detail a tested method for making money in the stock market TODAY. If you knew when to buy and sell, would there be a ceiling on your stock market profits?

The SENSITIVE INDEX indicated trends clearly and confidently. It has two parts—one for buying levels, the other for selling levels.

If you send AT ONCE you will not only receive this booklet FREE, but also a copy of our Investor's Bulletins.

But you must send AT ONCE—supply of booklets is severely limited. Send NOW.

STEPHEN GARGILIS, Dept. 6
30 Huntington Ave., Boston 16, Mass.



DO/MORE CHAIR COMPANY, INC. Dept. 907 Elkhart, Indiana Send for FREE booklet, "PHYSICAL FITNESS"

DO/MORE Posture Chairs

*Euchidas ran to Delphi
and back in one day.*

EPITAPH ON A
GRECIAN TOMB



He Carried a Torch...

WHEN the Greeks defeated the Persian Army on the plain of Asopus in 479 B.C., they were told by the oracle of Apollo to offer a sacrifice of thanksgiving with fire from the altar at Delphi. A Greek lad named Euchidas, seeking to serve his native town of Plataea, ran to Delphi and obtained the required fire. He made the 125 mile round trip between daylight and darkness, but was so exhausted he expired soon after delivering his flaming torch.

Today, a person doesn't have to carry a torch or be a marathon runner to serve his community. In thousands of local chambers of commerce all over the country civic-minded men and women are working together to make their communities better places in which to live.

If you would serve your community, your local chamber has room for you and work for you.

► ► NO matter how good your Chamber manager is, he can't do his most effective work without your help. Ask him what you can do. Then if you want to dig deeper into the possibilities of Chamber work, read "Local Chambers, Their Origin and Purpose." Ask for a copy. It's free.

**Chamber of Commerce of the
United States of America
WASHINGTON 6 • DC**



difficulty in preparing for expansion; some desire to remain small. Relatively few such colleges charge the full cost of education. Income from endowment or gifts make up the difference. These sources are less reliable than in the past.

More financing needed

TO EXPAND the facilities of existing colleges and to create new high schools of learning will require a broad base of support. This base is general taxation. The taxes may be levied by local, state or federal Government. The tax needs of the federal Government are geared to war—past, present and future.

What we need now is a plan whereby federal funds can be made available to the separate states, which are responsible for education, in order to assist in financing the new programs. Not only classrooms, laboratories, libraries and residences are contemplated—and in huge numbers—but the whole structure of staff training, selection, salary scale, and retirement needs careful study.

A college is no better than its classroom, and a classroom no better than its teacher. We are not dealing with inanimate objects; we are serving youth, and especially richly deserving youth.

The present bulge in enrollments came on so fast that there was little opportunity for planning. It has to be met through emergency measures. The second bulge in enrollment will reach the colleges after 1960 and it may level off after 1965. If the birth rate resumes its downward trend, it may decline by 1970.

The shortage of faculty will be critical. In addition to a normal increase in teachers, which can be accomplished by adding new instructors from the graduate schools, the colleges may have to adopt a flexible policy in regard to retirement age. By raising the retirement age between 1946 and 1950 and between 1960 and 1965, faculty numbers may be increased more rapidly.

In a word, college education is the new success story. In a competitive world, we should do well to bring every American youth to his highest level of economic and social achievement.

**CUT
YOUR
OWN
STENCILS
FOR
MARKING
SHIPMENTS**

MARSH
Machines cut: 1/2", 3/4", 1". For details, sample stencils, prices, pin this to business letterhead with your name.
MARSH STENCIL MACHINE CO.
72 MARSH BLDG., BELLEVILLE, ILL., U.S.A.

IN PIG LATIN, TOO...IT'S *Pass the SALT*



"PIGS IS PIGS." Later, hogs. And still later—ham, sausage, bacon...choice viands of the family of meats.

But they wouldn't be—they *couldn't* be—were it not for *salt*. For salt is basic in pork-curing...to farmer and packer alike.

A prime favorite is Sterling Granulated Salt...famed for purity and dependable quality. Farmers favor, too, the sureness of Sterling Sugar Curing Meat Salt...in imparting to meat, *even as it cures*, that sweet, smoky tang of "Country Style" Hams and Bacon.

To the meat packing industry salt is indispensable as *brine*. And particularly favored is Lixate brine. Why? Because it is *crystal clear*...and automatically produced from Sterling Rock Salt by International's special Lixate process.

Serving not only farmers and packers but many others as well...International is known as "Salt Headquarters." The company's skilled engineering counsel, as well as its unique salt processes, expand and control salt's functions...and save industry man-hours and money.

**International
Salt Company, Inc.**

"SALT HEADQUARTERS"
Scranton, Pa. and New York, N.Y.

*Sterling Salt for Industry,
Agriculture, the Home*



Cope, 1946
International
Salt Co.

Nine Tips for All Good Men . . .

(Continued from page 38)

their sleeves and begin swinging. And he wants to see principals, not substitutes, in the main event.

A firmly fixed opinion in congressional circles maintains that no business man should expect to get more out of government than he puts into it. That being true, the opinion continues, most business men today are vastly overdrawn at the government bank. It is high time for them to begin doing their part, especially with the national campaigns at hand.

A course for business men

FEW business men with whom I have come in contact deny they have been loafing politically. Most say they would be willing to become more active if they knew where to begin work and how to continue it.

That being about the only excuse offered, I have carried it back to a dozen of my congressional friends of different parties and have asked them to chart a course of political activity which a business man can follow.

For safety's sake, I have added that the course shall provide safeguards against personal embarrassment, business losses and possible indictment. I am not kidding about possible indictments. Many business men actually fear that getting into politics would be equivalent to inviting a jail sentence.

Here is the completed, congressionally approved course in nine easy steps, guaranteed to meet the specifications set forth above:

1. Register yourself as a voter and get others to register.

Elections are won or lost, primarily, on registration days. In most states, if you don't register in advance of elections, you cannot vote. This fact is either not recognized or remembered by a majority of taxpayers and solvent people. But it is remembered by the non-taxpayer and the public charge. If either forgets it, some person who controls his vote remembers it for him.

First, then, every business man should register himself regularly. He should see that adult members of his family also register. Beyond that circle every man must use his own judgment about whom he shall urge to register. There is no harm, however, in a business man's asking his friends and employees

not only to register but to get their friends to register.

2. Become acquainted with political leaders and public officials.

This may sound like a large unattractive and well-nigh impossible order. It is not.

It suggests an advanced course in both salesmanship and good citizenship. Political leaders and officeholders are the best salesmen in the world. If they were not they could not keep going on the few tangible goods they have. There is not a business man in the nation who cannot learn something to his advantage by meeting political leaders personally. Many business men fairly shudder at the thought of mingling with professional politicians. Yet those who take the plunge usually come up smiling and well pleased with the experience.

The only dependable way to get better men in public office is first to convince the leaders that better men are needed and can be elected. If you decide the methods of a boss are wrong, examine them from the inside. Possibly, too, if your ideas are as good as you think they are, he will accept them. You cannot change the bosses or their practices unless you know them firsthand. A few sound suggestions planted in the ear of a political leader who knows and trusts you may prove effective.

Personal acquaintance with leaders goes far in Washington. I have been astounded many times at the number of prominent business men in the country who, when questioned, admitted they did not know either of their senators or their congressman. Worse yet, some have admitted not even knowing the names of their Washington representatives. Every business man of any standing should know his House member by correspondence, at least. One of the best investments a business man can make is a trip to Washington to get acquainted with his representative. If this is impractical, a congressman can be met when he is home.

3. Study public questions and views of local leaders.

Most information of this kind can be obtained through reading the newspapers. Every local, state and national political unit issues publications devoted exclusively to party attitudes on public questions.

Get on their mailing lists. Don't be ashamed to take the *Congressional Record* and to read it, too. Take the late Al Smith's advice and look at the record.

4. Insist on knowing what all candidates stand for.

Every business man can add materially to his own information and perform a real public service by insisting that candidates and officeholders be explicit about their attitudes on all important public questions. This is particularly important on legislation relating to taxation and other matters vitally affecting business. Most officeholders now harassing business have kept themselves on the job by ducking and indulging in double-talk when confronted by a demand for a straight view on an important economic problem.

The surest cure for this sort of public disservice is for men who know the subject involved to pin down candidates and officeholders to definite statements as to their attitudes. Insist on answers which cannot be misinterpreted.

Business channels for the dissemination of such matters of public interest are limitless. Yet only a fraction of them are being used. For instance: In the hundreds of industrial house organs, with circulation literally in the millions, I never yet have seen space in one devoted regularly to national questions. Why would it not be a good idea to write congressmen and senators on all questions of direct interest to your industry, get and publish their ideas?

Most business executives hesitate to express their views on public questions to their employees. Enemies who would tear down industry and deprive employees of jobs are not so hesitant. The surest way to encourage the hate-the-boss attitude is for the employer to keep quiet on questions affecting the employee's well-being.

I spent many years in the public utility field fostering better public relations between employers and employees. I found that a majority of workers wanted to know how the boss really felt about public questions. They were greatly influenced by his opinions on the mutual welfare of company and men.

5. Make your political opinions available to the public, too.

Too many business men underestimate their ability to render a public service by getting openly into politics.

The average taxpayer, and that

includes many millions more than formerly, would appreciate the advice and comment of well-known and experienced business men on current economic questions. But there is no way for the average taxpayer to make this contact. And the business man generally thinks he has no way to reach the public. The result is that the two, the timid, good citizen who craves sound advice from a business man on public matters and the timid business man, seldom meet.

It is astounding how many unthinking persons who are dependent for their livelihoods on returns from industry take the crackpot's economic advice because there is no other being pushed. I know of a case where the chief stockholder of a plant gave \$50,000 to politicians who were at the time engaged indirectly in promoting a strike in her own plant. She believed in the "cause" as explained by the head of the party and forgot the strike was a part of his national program.

There should be local forums for the discussion of public problems in every city. Business men should participate in them, giving the people the facts. Many persons dodge their civic duties because they fear open activity might hurt their businesses. The reverse often is true.

A business friend of mine in North Dakota is an active Democrat in that strong Republican community. As a staunch party man, he does not hesitate to do anything for his organization he thinks he should do. Instead of hurting his business, he says his devotion to the cause he believes in has helped sales. He assures me that most of his present large trade comes from Republicans who admire his frank support of his beliefs. Chiefly, because of his willingness to help his party, the Democratic nomination for United States senator recently was offered to him.

Letter writing to newspapers is most important. The radicals use this to good effect. They do not sign their own names, of course, but conservatives can sign "Old Subscriber," or "Pro Bono Publico," as easily as can radicals. Editors like to receive letters for their "Open Forum" column and subscribers like to read them.

6. Show a willingness to work for your political organizations.

Practically all business men are willing to contribute cash to the parties of their choice, but many stop there. They never think that

there are a lot of odd jobs they also can do.

Every political organization always is short of help. Sometimes it is due to lack of money, but more often it is inability to get qualified personnel. People to speak, to run meetings, to write speeches, to handle correspondence, to do a thousand chores requiring more than mere clerical intelligence are what are needed. These are the jobs business men and women are qualified to do. Yet, so often they do not volunteer to do them.

If you doubt that such help is appreciated, offer your services. Offhand I recall one of America's wealthiest young men running a transcontinental campaign train for four months, being kicked around like a porter and loving it; of a Supreme Court justice's wife addressing envelopes by the thousands; of a lawyer who left his practice for a year to write speeches for a candidate and of an oil man who acted virtually as a valet for a vice presidential candidate. I once met a Montana saloon-keeper who, disguised as a chauffeur and driving his own car, was hauling a prohibition presidential candidate to several back country meetings in order, he explained, that "the people may hear both sides of the wet and dry question."

7. Raise money to the limit of your ability in a legal way.

The erroneous idea prevails that there is something crooked or illegal about contributing money to a political campaign. It is entirely legal for an individual to make contributions to campaigns, but it is illegal for corporations to contribute.

It is the duty and privilege of every citizen to contribute to the funds of his party. Campaigns cost money—lots of money, and it is not fair to ask candidates to pay the costs.

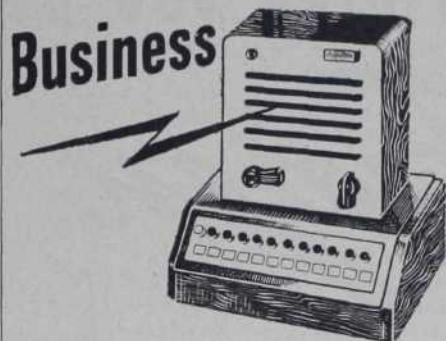
Business men can help their parties by seeing that funds are collected and disbursed in a business-like way. In so far as possible, expenditures should be broken down carefully. Waste comes when a wad of money is given a leader to spend as he sees fit. Such a situation presents a great temptation. This does not apply so much, of course, to national committees, which usually are well controlled.

8. Vote and help get out the vote on election day.

Strange as it may seem, a lot of persons who are forever cussing the government fail to vote on

Action-Getter

of Modern Business



EXECUTONE, the modern electronic inter-com, gives you split-second, direct voice-to-voice contact with every member of your staff.

No more chasing from office to office to get wanted information. No more clogging up your switchboard with "inside" calls. You simply press a button on the EXECUTONE and talk with your man! The voice is clear and natural.

EXECUTONE gives you instant control of every department—enables you to speed-up production, get more work done! The coupon below will bring you the whole story!

UNCONDITIONALLY GUARANTEED

Over 90,000 successful EXECUTONE installations, backed by our unconditional guarantee are your assurance of trouble-free, performance and dependability. EXECUTONE Inter-Com Systems are individually engineered to your particular requirements...installed and serviced by factory-trained specialists in principal cities throughout the country.



Two-station systems for as little as \$61. Larger systems, with up to 100 stations, are available.

EXECUTONE
COMMUNICATION SYSTEMS

Mail Coupon for Further Information

EXECUTONE, INC. Dept. J-2
415 Lexington Ave., New York 17, N. Y.

I am interested in data on EXECUTONE.

Please send literature.

Have representative call. No obligation.

Name _____

Firm _____

Address _____

City _____

It takes Science, Planning,
Experience and Equipment
to give you perfect

Frozen Foods

Vegetables for freezing
must be **PLANNED**
before they are **PLANTED**

The act of freezing adds no quality that a vegetable does not already possess. Hence, the food packer who is jealous of the high quality of his products and of his good name, builds his crops from the ground up. This accounts for the fact that not all brands of frozen foods have been of the same high quality.



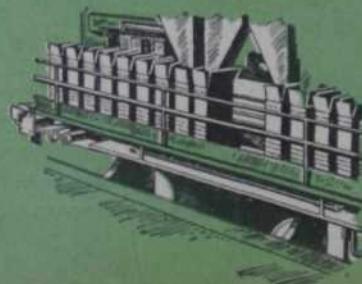
Modern quick freezing begins in the laboratories where soil chemists, plant biologists, government agricultural agencies and progressive farmers pool their knowledge to provide the perfect soil, the ideal seed strain, the most suitable fertilizer.



Harvesting of these thoroughbred crops is carefully calculated far in advance so that processing may begin within a few hours of harvesting, and on the very day the crop reaches the fullest development of food value and flavor.



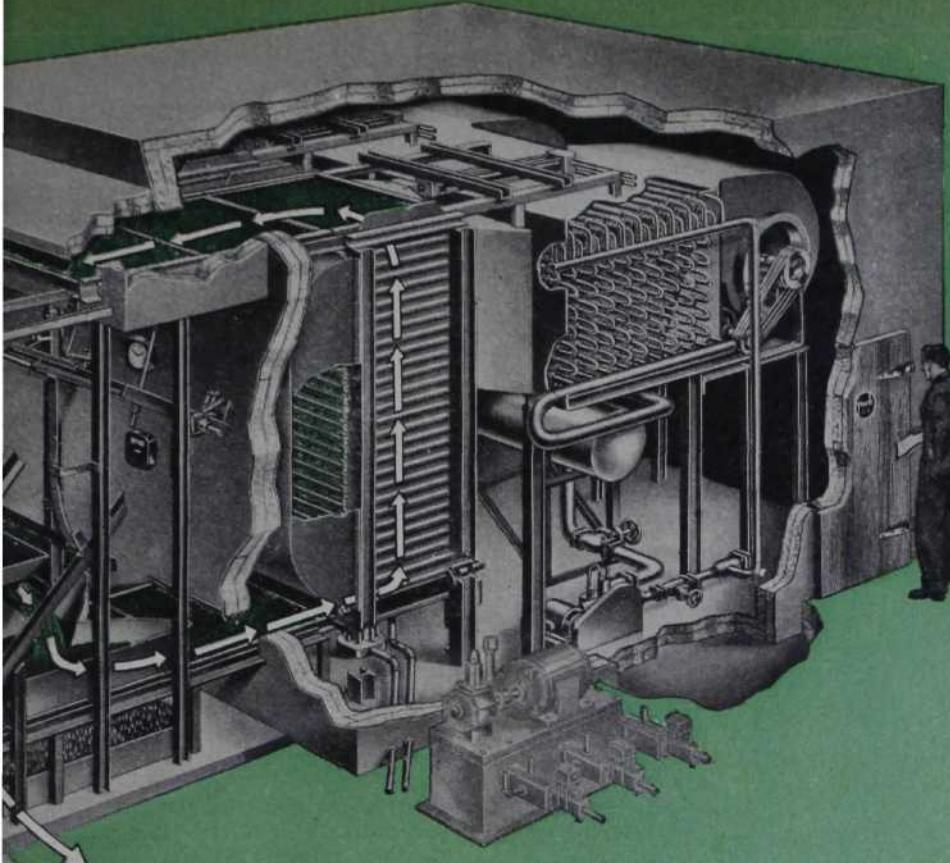
Enzymes, present on every bit of vegetation, and the cause of subsequent fermentation, must be arrested by precision-controlled blanching. Then, after grading, chilling and washing, the soon-to-be frozen food that was planned before it was planted, is finally ready for the freezer.



Many crops may be packaged either before or after freezing. Once frozen and packaged, they are rushed to refrigerated storage rooms, their full, fresh flavor imprisoned for the hour... weeks or months later... when they will appear on America's dinner table.



YORK



How It Works

In the center illustration the York Continuous Fast Freezer is shown processing peas in bulk.

After blanching, grading, cooling, washing, and inspecting, the peas float down the flume line at the extreme left and spill onto the sieve-bottomed freezer trays. The filled tray moves to the right under a plow that spreads the peas evenly on the tray. Still wet, the peas enter the insulated freezing chamber and the freezing column where they are quickly glazed with a thin coat of ice. Here, a hydraulic lift raises the tray six inches in the column, where it is held in position until the lift descends and rises again with the next tray, pushing the first tray further up the column which holds 40 trays in all.

As the 41st tray enters the freezing column, the top tray is pushed off the top of the stack onto the discharge conveyor track. Arms of the dump mechanism pick up the tray and empty it by slamming it down against the edge of the breaker bin. It is then swung back below the level of the discharge conveyor where it slides down the return ramp by gravity, ending up on the loading conveyor for a return trip.

As the frozen peas tumble down the inclined breaker bin, they pass onto gravity hoppers from which they are packaged and sent to storage.

In the case of peas, each tray has remained in the cold air blast of the freezing column for 51 minutes, a tray being added and one removed every 77 seconds. At this rate, the double column unit illustrated will process 7500 pounds per hour.

And here's the
YORK Continuous FAST FREEZER
that will bring THIS SUMMER to
your dinner table NEXT WINTER

YORK equipment is today processing more than half of the nation's frozen foods. And, as the advantages of this newer, faster, automatic freezing unit become known, more and more of America's quality food packers are turning to quick freezing for their top grades of produce.

QUALITY CONTROL is assured through *quick freezing action* that glazes the wet product, insuring

against loss of quality in freezing and storage...*flexible freezing cycle* permits timing of operations to the exact requirements of the crop being processed...*automatic operation* means complete sanitation since the product is untouched by human hands.

EFFICIENT OPERATION is assured through *complete hydraulic action* that means smooth action with a minimum of wear and tear...*compactness*

is seen in the fact that the vertical freezing column, occupying 16 square feet of floor space, provides the capacity of a 100 foot belt 4 feet wide...*hot gas defrosting*, often called "lunch-hour defrosting," is so rapid that the freezing column need not be unloaded.

And, of the utmost importance to everyone, the fact of *full automatic action* means lower prices for topgrade frozen foods. York Corporation, York, Pa.

Refrigeration and Air Conditioning
 HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885





"I'm calling a meeting for Tomorrow Morning"

* A situation arises that calls for consideration of the directors — or it might necessitate an immediate conference with dealers, distributors or salesmen. But whatever it might be, your Kansas headquarters is the natural meeting point

MANY IMPORTANT INDUSTRIES ENJOY THIS ADVANTAGE NOW

Among the more than 3000 manufacturing and processing plants already in Kansas there are more than 50 nationally known industries who have established their principal plants or major branches in Kansas where they may enjoy the competitive advantages of central location. This Commission will gladly supply essential facts regarding this and other considerations.

because it is accessible by air in less than 15 hours from every corner of the country. Whether from Boston or San Francisco, Seattle or Raleigh, Brownsville or Minneapolis they can tell you over the phone, "I'll be there in the morning." In today's fast changing world speed is important. Your Kansas location assures you of this advantage... and many others.

You will find much of
interest in the brochure,
Let's Look Into Kansas.

Ask for it on your
letterhead.



KANSAS INDUSTRIAL DEVELOPMENT COMMISSION

KANSAS *REALLY* MEETS INDUSTRY HALF WAY

WILLIAM E. LONG, Secretary-Director

802-A Harrison Street, Topeka, Kansas

election day. Some of them forget to register, others are too lazy to go to the polls. Many decide "my vote won't count." Such people, of course, get and deserve the kind of government that is coming to them. And neither they, nor anyone else like them, will ever get any better government until they mend their ways.

The truest thing in politics is that officeholders invariably represent fairly accurately the kind of people who voted for them.

I once called on a potential candidate for President to discuss ways and means by which he could obtain the nomination. It was a local election day and my first question to him was whether he had voted. He astounded me by saying he was unaware that an election was being held. Quickly grabbing his hat, he leaped into a taxicab and went to the polls. Within a year, he was nominated for President and almost elected.

There is plenty of work for everyone to do on election day. Having voted himself, seen that his family and close friends voted, the good citizen should go to party headquarters and ask what else he can do. Nor should he quit until the last poll is closed.

Make it your job to get a complete poll list and insist that every voter be accounted for before the polls close. Chances are your less vigilant workers will talk behind your back about that "item-checking business man," but that is all right. Every vote rounded up helps.

9. Win or lose, maintain contact with your public officials.

It is nice to have your candidates win an election, but even if they do not, don't lose contact with the winners. Remember, once a man is elected to office, whether he is a senator, representative, governor or what-not, he is one of your employees just as much as your choice would have been. Recognizing this fact, let him know you are looking to him for good service.

Nobody loves a kind word or honest, friendly advice more than a senator or representative in Washington. Most of his mail deals with his failure to do something or with something which, in the view of the writer, he has done wrong. Seldom does a member get a letter similar to this one which a mid-western congressman received. He is a Republican and the writers said they were Democrats. Here is what they wrote:

"Having been solicited by various high pressure groups to write you on their

own pet, selfish schemes, we decided to write you our own sentiments.

"In our business we come in contact with a variety of people and have questioned many of them concerning your official conduct. In practically every case they express themselves as being well pleased with the way you have represented us.

"We recommend that you work for the interests of your country and ignore the high pressure minorities and we are quite sure that the big majority of the home folk will be behind you in the future as they have in the past.

"Our country needs more statesmen and fewer politicians.

"Yours for a better AMERICA."

The member gratefully replied:

"Your letter is one of the most heartening and encouraging I have had in many a day. It very definitely corroborates my conviction that the best politics is to do right.

"Many times it has seemed that about every organized minority is opposed to me, but when the votes are counted, I find that the great majority of the people are standing with me. You can count on me to continue to do my level best even though PAC and kindred organizations threaten me with political extinction."

Let's close with the sage advice of an old-timer in the House:

"As business men become active politically, let them realize that they cannot have everything their own way. Too many of them, in the beginning, may think that paying for a clambake should give them control of the party. Probably the most their support will get them is a right to be heard. If what they want is fair and sound, they may get it. But no man, regardless of the size of his contributions, ever should ask a member of Congress to espouse a cause which is not fair and which he would not support himself right out in the open."

The field is wide open, Mr. Business Man. Move in.

Three Helpmates of Destiny

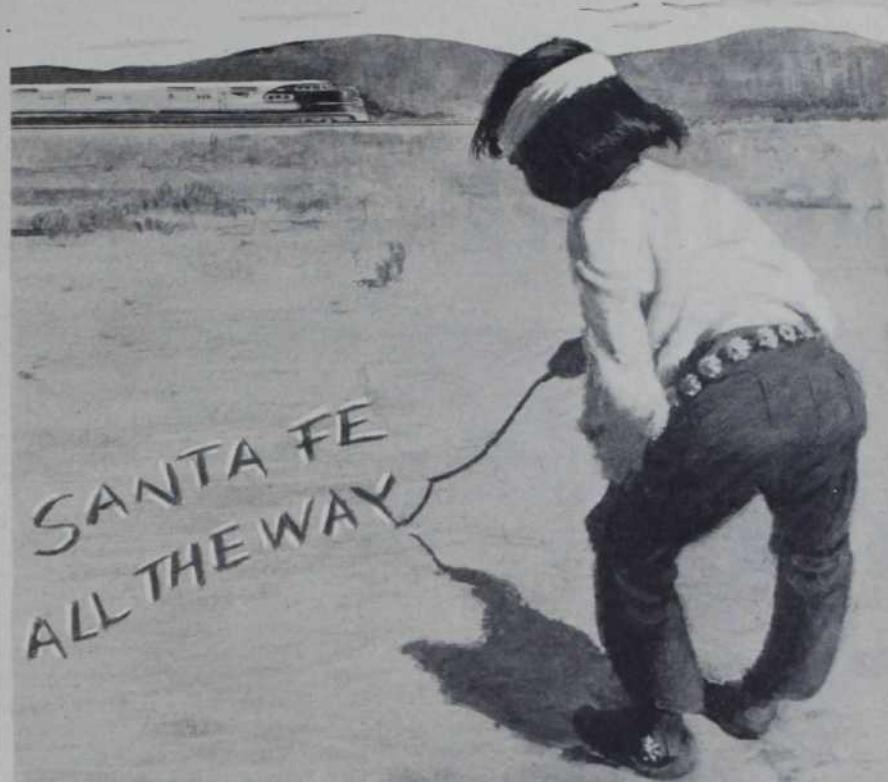
(Continued from page 56)

the conservatives in the Administration and in Congress would not have them. No intramural fight during the Truman Administration has been more violent or less noisy than this. The onlookers suggest that publicity would have defeated the New Deal plan to capture the commission.

A milder list was framed to include Harold Smith, director of the budget; Oscar Chapman, assistant secretary of the Interior; and Sumner Pike, former member of the Securities and Exchange Commission. The end result appears to be

Santa Fe

.. to the colorful Southwest



That's right, chico.

And "all the way" in the finest modern style—

and now on new and faster schedules.

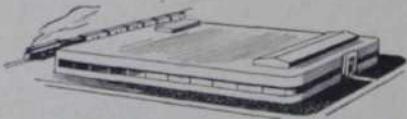
For Santa Fe feels a great debt to nature for the colorful, romantic land through which it runs—and a real responsibility to our patrons, to take them through it in the finest way.

SANTA FE SYSTEM LINES
Serving the West and Southwest



**BEST LOCATION
FOR SMALL PLANTS** ...employing up to 100 workers.

In the excellent small towns of Georgia you'll find friendly, native-born workers, a mild climate, raw materials for many industries... rich, expanding markets are close by. Write Industrial Development Div., **GEORGIA POWER CO.**, Atlanta, Georgia.



**PLANT the Future in
GEORGIA**

*A Gift Shell
Always Treasure*

She'll thank you many, many times for her **Beautiator Electrical Manicurist**. This beautiful, compact machine shapes and buffs the nails, rolls back and removes cuticle, massages the fingers and hands... gives a perfect manicure in just ten minutes.



Thousands of women now enjoy exquisite manicures with **Beautiator**. Send cash or money order for \$29.75 to The **Beautiator Corporation**, 8756 Woodland Ave., Cleveland 4, Ohio. Literature on request.



Beautiator
ELECTRICAL MANICURIST



**For COMPETENT
PHOTOGRAPHIC
SERVICE in the U.S.**

and Canada, deal with professional photographic studios which display this emblem.

Sorry, our supply of the 1946 Directory, listing competent photographers all over the country, is exhausted. However, if you will write us, we shall be glad to see that you receive the 1947 issue, which will be available early in the year.

Write to Charles Abel, Executive Manager,
THE PHOTOGRAPHERS ASS'N OF AMERICA
520 Caxton Building • Cleveland 15, Ohio



IN THE NATION'S CAPITAL
WARDMAN PARK
ONE OF AMERICA'S GREAT HOTELS

Frank E. Weakly, President

2600 WOODLEY ROAD, N.W. WASHINGTON, D.C.

that President Truman threw into the discard all candidates who might be suspected of unsound—or at least uncertain—economic ideas and, after five months, named the three members of the commission in accordance with the mandate of the Act:

"Men who, as a result of training, experience and attainments are exceptionally qualified to interpret economic developments, appraise programs of the Government, and to formulate national economic policy."

Edwin G. Nourse

THE SELECTION of Edwin G. Nourse as chairman was widely approved editorially. He believes in the private enterprise system and thinks it must be accommodated to the broad ends of the national welfare. He had been working for a considerable time on a book in which he planned to examine precisely the problems which will come before the NEC. It would, he thought, occupy the remainder of his active career.

An indication of his attitude may be found in the subtitle of his latest book, "How Can Business Leaders Save Private Enterprise?" He includes union executives among business leaders. He has been with the Brookings Institution since it was founded in 1922, and has devoted much of his time to agricultural economics. He might have gone ahead with his contemplated book while a member of the NEC, but reluctantly abandoned it.

He felt that the public might have misunderstood his position with regard to his fellow members if he had continued with a plan which was very near to his heart. All his life he has been an economist. No golf, poker, bridge or other relaxation has been permitted to interfere with his work.

John D. Clark

IN WYOMING, John D. Clark is known as "Jack." He is little known in Washington, because he is as western as the Platte River. He was born in Ft. Collins, Colo., in 1884, was graduated from the University of Nebraska in 1905, took his law degree at Columbia in 1907, and settled down in Cheyenne, Wyo., to practice. In eight years he was Cheyenne's city attorney. After two years he got out of the city job, hung up his own shingle, and found a client in a small oil company which was having legal troubles over its location

in the Salt Creek field. He won the case, but the company's treasury was bare:

"Why don't you take some stock, Jack?"

Perhaps he wanted the stock. In any case there was nothing else he could do. Almost overnight the stock blew up in value like a balloon, and if statements of his friends are to be credited, he found himself a two-time millionaire. Of course he was in politics.

One of his friends was Joseph C. O'Mahoney, who had been a newspaperman in Boulder, Colo., not too far from Ft. Collins, and later was to become a senator.

U. S. Senator John B. Kendrick died in December of that year, and "Jack" Clark was considered a certainty for the appointment to fill Kendrick's place. But Clark had other plans.

"You'll not go wrong," the storytellers say he told Gov. Leslie A. Miller, "if you name 'Joe' O'Mahoney."

The pay-off came later, but there was no taint of selfishness in the suggestion. When he was 40 years old he felt he was financially able to do what he wanted. He was then president of the Midwest Refining Company and a vice president of Standard Oil of Indiana. All his life he had wanted to be a teacher.

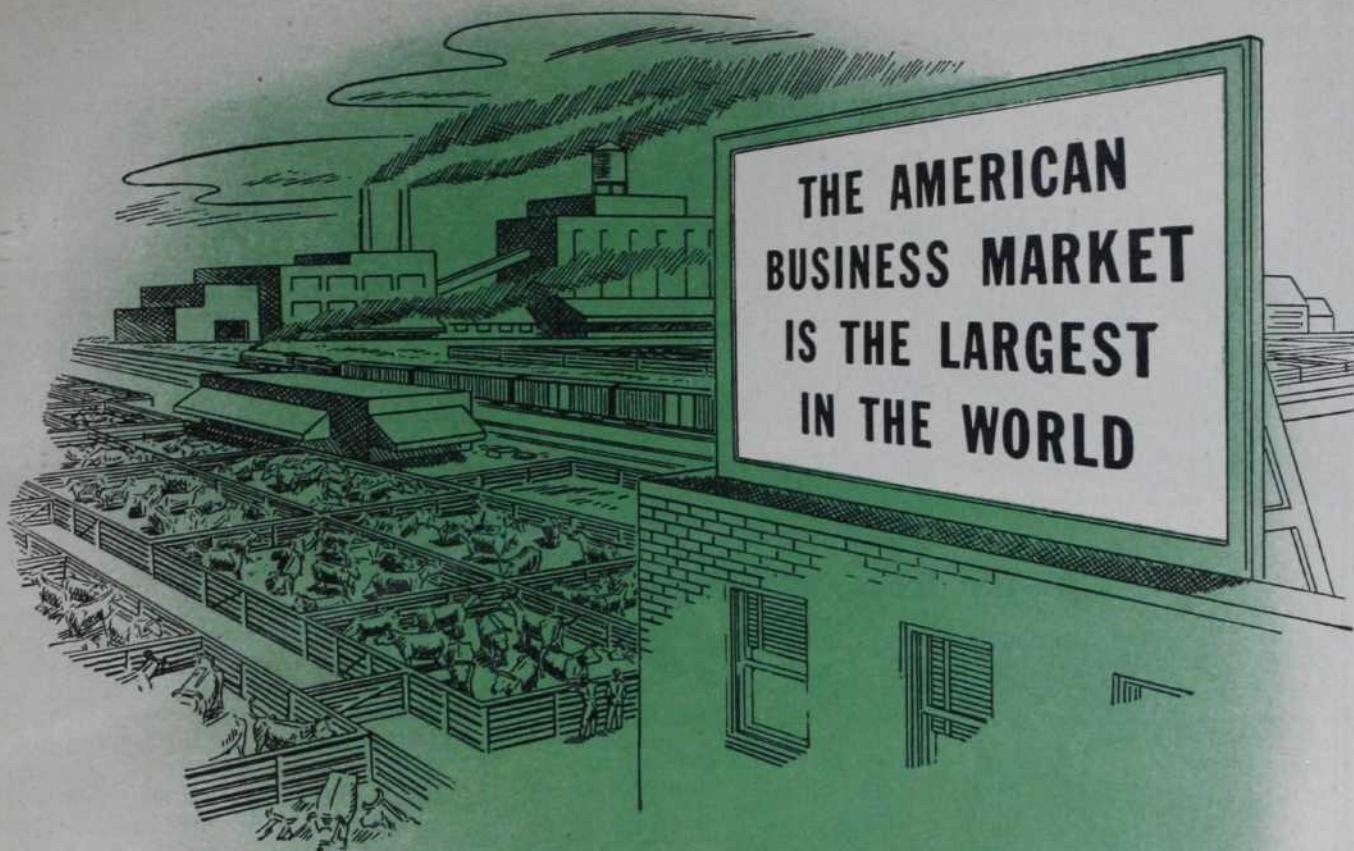
He resigned his business positions and went to Johns Hopkins in Baltimore to study. He bought a large house in one of the suburbs and entertained on a scale hitherto unknown in scholastic circles.

In 1931, he had his Ph.D. He had written as his thesis for his degree "The Federal Trust Policy." He became professor of economics and lecturer on economics at the University of Denver, teaching from 1931 to 1941.

Then he was named professor of economics and dean of the College of Business Administration at the University of Nebraska. In between he had been a member of the Wyoming legislature, a director of banks, and an adviser to the U. S. Senate Committee on Government Reorganization.

Once in 1936 the *World-Herald* of Omaha asked Dr. Clark if he were a New Dealer.

"Perhaps you can classify me," he said. "I was enthusiastic about Mr. Roosevelt, who was a college classmate, during the first few weeks of his administration when he was putting the Democratic platform into effect. I vigorously and publicly assailed the NRA whenever I could find or make the opportunity and sent \$100 to



*Where industry is concentrated**
sell all the important executives by using

CIRCULATION	NEW ENGLAND	ATLANTIC	NORTH CENTRAL	PACIFIC
NATION'S BUSINESS 461,416	36,699	136,011	177,705	50,542
FORTUNE 180,558	13,432	63,325	55,194	34,496
BUSINESS WEEK 133,768	11,767	48,449	42,528	13,229
U. S. NEWS 207,155	13,761	56,800	75,353	27,633

DOMINATE THE BUSINESS MARKET—Use all Four

Figures from December ABC Statement

**Nation's
Business**

WASHINGTON, D. C.

The
FIRST BOSTON
CORPORATION
and
MELLON SECURITIES
CORPORATION



announce that a merger of the two Corporations has been completed. The underwriting, distributing and trading securities of both corporations will be continued under the name of

The First Boston Corporation

A Merger of
MELLON SECURITIES CORPORATION—THE FIRST BOSTON CORPORATION

BOSTON NEW YORK PITTSBURGH

CHICAGO CLEVELAND PHILADELPHIA SAN FRANCISCO
 BUFFALO HARTFORD PROVIDENCE RUTLAND
 SPRINGFIELD WASHINGTON

Speed Sweep
WITH A BACK OF STEEL



**Makes Light Work
 Out of Tough Sweeping Jobs**

Steel back of Speed Sweep brushes is the basis of unique construction for faster, easier, better sweeping. Block is $\frac{1}{2}$ usual size—easier to handle. Tufts of longer, better fibres are more compact—provide "spring and snap" action. Handle instantly adjustable to height of sweeper—reduces fatigue and strain. Speed Sweep brushes are built to outlast ordinary brushes 3 to 1.

FULLY GUARANTEED

Speed Sweep brushes have proved their superiority in many thousands of factories under varied conditions. They are unconditionally guaranteed to meet your requirements. Write for styles, sizes, and prices today.

Milwaukee Dustless
 BRUSH COMPANY
 522 N. 22nd St., Milwaukee 3, Wis.

Schecter to help out in his defense in the chicken case.

"But I saw no wisdom in monetary manipulation or in the public works method of affording relief or enticing recovery. I admired the courage of the President in standing against the more important inflationary proposals and marveled at his unsophisticated acceptance of almost any kind of fantastic scheme for directing the life of the individual citizen."

There had been talk linking "Jack" Clark to the ambassadorship to Russia, but this ceased. It was quite likely that Clark did not want to go to Russia. He went on teaching economics.

Then the Full Employment bill was changed, the New Deal made its dash behind the scenes and was fought off, and Mr. Truman announced—*sub rosa*, of course—that he wanted to put real economists on the NEC.

Perhaps that was not bread that Clark cast on the waters when, in 1933, he suggested that "Joe" O'Mahoney be appointed senator. But O'Mahoney went on to make good on his own and Clark's bread came back cake. O'Mahoney suggested that the western economist be put on the NEC. This suited Mr. Truman. He regards O'Mahoney as a liberal rather than as a radical, and the appointment relieved him of the New Deal bother.

Leon Keyserling

THE THIRD MAN of the trio is regarded as the doubtful quantity by some. He came to Washington at the time of Jerome Frank, Tommy Corcoran, Ben Cohen, and a glittering flight of other Bright Young Men. No one has suggested that Leon Keyserling ever used his power for selfish ends. Many have regarded him as a person who holds very unpleasant opinions. But no one, in fact, has ever suggested that he is a Communist.

He was born in South Carolina, studied law at Harvard and took postgraduate economics at Columbia. As the legislative assistant to Sen. Robert F. Wagner, he probably provided the bones and flesh of the Housing and Labor Relations and National Recovery and Social Security bills.

Keyserling became deputy administrator of the U. S. Housing Authority and later general counsel of the National Housing Agency. He was one of 35,767 entrants in the contest for suggestions in the "Postwar Employment Awards" offered by the Pabst Brewing Company in celebrating its centennial

St. Helena:

A famous island in the South Atlantic. Napoleon Bonaparte was exiled to St. Helena in October, 1815.

St. Charles:

a famous BRANDY from California. First sold in 1883.

**84 Proof*

a product of ALTA VINEYARDS CO. Healdsburg, FRESCO and Dinuba, Calif. Makers of famous Alta Wines

Copyright 1946, ALTA VINEYARDS CO.

and won second prize of \$10,000. He is admittedly brilliant, is immensely forceful, will probably collide with Messrs. Nourse and Clark at every possible angle. He talks a polysyllabic whirlwind, and is practically tireless. It might be observed in passing that the *New York Times* carried a laudatory editorial about Nourse the day the NEC members were announced. Nothing was said about Clark and Keyserling. Those sensitive to editorial nuances thought they perceived in it a faint taste of doom.

But perhaps not. No one could be more violently allergic to most of Keyserling's philosophies than Sen. Robert A. Taft. But he thinks the boy—38 years old—is able and likable and, within the limits of his pattern, does a very good job.

Tallyho, America

(Continued from page 64)

horse-breeding industry is providing more and more pedigreed horses for the riding field. The last decade has seen the emergence of six new breeding associations devoted exclusively to the registering of riding horses. About half of the 200,000 horses now used solely for pleasure riding come from farms and non-professional breeders.

A Who's Who among riders would list many of the country's leading business and professional people—and politicians. Bernard Baruch is a regular rider when at his Carolina home. Sen. Wayne Morse of Oregon keeps two saddle mounts in a Washington stable.

President Truman rides in Missouri, a great horse state. Mrs. Eleanor Roosevelt rides at Hyde Park. General Marshall seldom missed a day on his horse when in Washington.

Advanced years seem no obstacle. At Los Angeles, 78-year-old A. W. Harris, nationally known head of the Harris Trust and Savings Bank, climbs into the saddle nearly every day. Although officially retired from business, he still comes to his office two or three times a week to consult with the active officers. At the other end of the continent, 80-year-old Fred W. Davenport rides, rain or shine, summer and winter, in Washington's Rock Creek Park before going to his office in the Rockefeller-sponsored Institute of Public Affairs.

Perhaps horsey-folk don't grow old.

**Modern Machines
Deserve
Morse Couplings**

Western Manufacturing Company of Detroit uses Morse Flexible couplings at all shaft-connecting points in their Model 9000-E transmission and secondary speed reducer. • • Morse Flexible

couplings—in either roller chain or silent chain design—are available in a wide variety of **stock sizes**. Data on larger sizes on request. **MORSE CHAIN COMPANY**—Ithaca, N.Y.—Detroit 8, Michigan.

MORSE ROLLER and SILENT CHAINS

SPROCKETS • FLEXIBLE COUPLINGS • CLUTCHES

Make Your Own



with the Roovers Type
Embossing Presses

ADAPTED TO EVERY INDUSTRY

Roovers single- and multiple-line Embossing Presses fill a definite need in all manufacturing, distributing, maintenance businesses and public utilities. Letters from $\frac{1}{8}$ " to $\frac{3}{4}$ " high . . . any desired wording or length . . . any type of metal required. Hand- and power-operated presses . . . easy to operate. Economical to buy . . . inexpensive to use! Write now for descriptive catalog.



SOMETHING NEW WORTH READING ABOUT



A smaller edition of the big Bradley Washfountain known and used throughout industry, the DUO has been developed for widespread use in factories, schools, institutions and public building washrooms.

One DUO takes the place of two ordinary "single-person" wash basins with one Bradley sprayhead replacing four faucets.

The DUO automatic foot-control, easily-cleaned sprayhead, and self-flushing drain reduce maintenance detail and afford maximum sanitation . . . **BRADLEY WASHFOUNTAIN CO.**, 2205 W. Michigan St., Milwaukee 1, W. Wis.

Write for new Bulletin 464-D

BRADLEY
Duo Washfountains

Going, Going, You're a Gonner!

(Continued from page 46)

being auctioned off by simply waving to a friend or otherwise thoughtlessly acting as if making a bid. And, be forewarned, any bid made at an auction is binding. If you fail to pay for your purchase and pick it up, it can be sold after a specified period for your account. If it doesn't bring the amount you bid, you are liable for the difference.

Due to the shrewdly calculated redundancy of a certain radio program, no auction is so familiar to the ears of the nation as the tobacco auction. The unintelligible jargon that accompanies the bidding is as well known as the chorus of a popular tune.

Yet, only a few years ago, a bill was proposed to the Kentucky state legislature making it unlawful for an auctioneer to indulge in any unintelligible chant. Fortunately for the tradition of the tobacco country, and the script writer of the radio program, the bill was tabled.

Odd items under the hammer

EARLIER this year, a complete Missouri town was sold at auction for a round \$10,000. Later, in Springfield, Mass., a curiosity seeker attended an auction sale and came away the owner of the county poor farm when his bid of \$130 an acre topped all others.

Farm auctions, known as *ven-
dues* near the Canadian border, long have been a part of the American scene. Farmers who sold out of choice, not want, found it was easier to sell their belongings than move them to their new destinations.

Usually farm auctions are all-day affairs, starting at 10 or 11 a.m. In recent years, city folk have made buying difficult for farmers by running up prices to levels which the more astute tillers of the soil found too giddy.

Trade auctions are still another matter. Strictly for professionals, they have the effect of establishing prices for merchandising seasons. The prices paid for skins at fur auctions, for example, determine what women will pay the following season for fur garments.

The action at trade auctions is far more restrained and covert. The bidders mask their bids in various

cunning ways. A bid may be entered by winking an eye, pulling an ear lobe, or biting one's lip. Often other secret signals are agreed on between bidders and auctioneer, so that signs used at previous sales can't be detected.

These signals are made known to the auctioneer's "spotters." The secrecy is facilitated by the fact that a bid can only be raised by the amount specified in the catalog opposite the number of each lot.

As bids are made, the spotters yell "Up," but nobody knows who has raised the bid. Since trade auctions frequently last several hours and, at times, days, the auctioneer is relieved every two or three hours by an assistant.

The uninitiated might wonder why trade auction bidders are so secretive. The reason is that if the purchaser and the price become known, it would be a little harder later to sell the lot to a fellow bidder. In this case, it takes two to strike a bargain, one who knows what he has paid and one who does not.

"Knockdown" sales, however, often follow other kinds of auctions. While generally deplored as "irregular," they are quite common. These sales are the result of the forming of a syndicate of dealers to prevent one from bidding another up.

Suppose, for example, that a lot of jewelry is being put up at auction. A group of dealers may get to-

gether and decide the top price to be paid for each piece that interests any member of the group. As a cover-up, the bidding for the various pieces is delegated to different members of the group.

After the sale, the group meets at a designated place and there the "knockdown" sale is conducted.

Each dealer is privileged to offer his purchase to the highest bidder in the group or syndicate. He may, of course, elect to retain it, but as a rule the right price will persuade him to part with it.

Making money by not buying

WHAT happens when a dealer who is not a member of the syndicate appears on the scene and threatens to dump the applecart? In some cases, he is paid to leave. It may be worth \$100 or more to eliminate such a "disturbing element" from the business at hand.

One prominent jeweler tells how, in his earlier days, when he was associated with a famous jewelry store, he used to show up at auctions, pocket the gratuity for absenting himself, and profit handsomely over the course of a season. He never actually went to buy, but nobody knew or cared to take a chance.

At many auctions, dealers will bid to protect their market. An art dealer will not permit the paintings of an artist whose works he handles to go for an inadequate sum. If he does, the market value of his own stock depreciates.

In the past season, artists who were equally concerned with the market value of their works occasionally bid in pictures bearing their signatures. Dealers with heavy investments in rare books, porcelains, prints and other wares take the same measure to support their markets.

It is generally recognized that auction prices establish "values" in many articles. They are quoted by dealers and collectors alike. This is only natural in the case of goods whose chief value derives not from their intrinsic worth but from what people are willing to pay for them.

What are the average person's chances of making an advantageous purchase at an auction? That's a very "iffy" question. Auction prices, like other prices, are high and going higher.

The war-born craze for antiques, largely induced by a shortage of regular mer-



"As you know, gentlemen, this has been the worst year of the company's history"



ACTUAL SIZE
4 in. high
3 3/8 in. wide



Galter
SEMI-AUTOMATIC
GIANT *Lighter*
DESK \$5
INITIALS SLIGHTLY HIGHER

Needs Only 4 Fillings A Year!
Of smart, modern design, the GIANT is a practical, handy, dependable lighter. Ideal for your desk . . . and in your home, too! Covered in simulated leather; black and tan. Heavily chrome plated. At better stores everywhere.

Engineered with the Famous Galter Precision-Milled Ignition Wheel

Memo to Executives

★ The GIANT Lighters make an excellent gift for your 1946 goodwill advertising. These can be supplied with individual chromium initials or with embossed firm name imprinted—or both, if desired.

WRITE FOR FULL DETAILS

By the Makers of Zephyr Windproof Lighters

GALTER PRODUCTS CO.
711 W. LAKE ST., DEPT. A, CHICAGO 6, ILL.

chandise and an excessive amount of loose cash, sent prices soaring to such rarefied levels that even the dealers were forced to desist.

For every person who inspects goods to be auctioned before the sale is held, there are ten who see the articles for the first time when they are put up for sale. As a result, many discover too late they have acquired cracked china, warped furniture and out-of-order appliances.

When you bid at an auction, you are strictly on your own. Everything is offered "as is," which means that it's up to you to ascertain what is "as is." If you buy a picture described as a "Signed Rembrandt," it means just that. There is no guarantee that Rembrandt ever saw the picture.

Catalogs are carefully worded

IF YOU read an auction catalog carefully, you will find that it doesn't misrepresent. It may, however, suggest that things are what you learn subsequently they aren't. This much you may be reasonably certain of, your chances of getting a bargain are so slim that you can forsake them without regret.

You may find auction galleries where "shills" are employed to raise the bidding up to the price at which you may buy the article. Obviously, such tactics preclude the possibility that by a stroke of luck you will buy an article far under its prevailing market price. If the article is obtainable from any reputable dealer, it is highly likely that his price will be lower and his "bargain" more genuine.

The most flagrant of all the booby traps are the urban auction stores and their resort place counterparts. Neon signs scream a welcome to passers-by, and flashy jewelry adds its allurement to the windows. For variety's sake, gaudy lamps, dresser sets, ash trays and undraped figurines beckon the unwary.

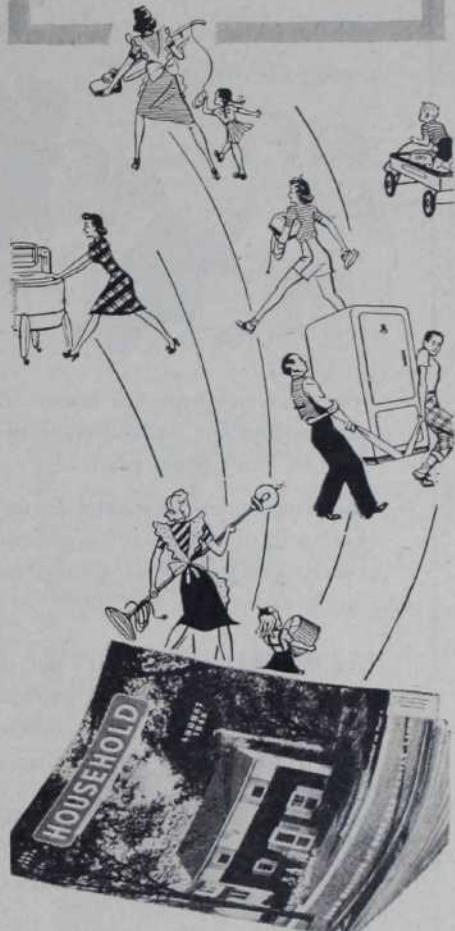
In the auction trade, these sucker-falls are known as "grind joints" and the same flash goods that catch the eye in the windows are displayed within, but seldom put on sale. It is only "dressing" for atmosphere.

Auctioneers in "grind joints" work in a blaze of light, not the better for you to see, but to befuddle.

One or more assistants, depending upon the space available, attend to the "ribbing" which, in the parlance of these dens of larceny, means coaxing or goading the susceptible to join in the bidding.

But it is in the rear of the joint

**Idea-Planned
for Action
that Pays!**



Carefully measured editorial ingredients plus 150 tempting ideas per issue . . . that's Household's idea-planned recipe for reader action. And what results it gets. It has made Household—long a favorite—the first choice of 2,000,000 responsive women and their menfolk.

Last year Household readers paid \$40,956 for dress and needlework patterns alone. One advertiser got 19,000 dimes for a booklet offered in an 85-line advertisement. And scores of other advertisers are getting similar results. Yes—for selling small cities and towns (where 41% of all U. S. sales are made)—Household is THE magazine.

HOUSEHOLD

A MAGAZINE OF ACTION *Streamlined*

FOR SMALL CITIES AND TOWNS

CAPPER PUBLICATIONS, INC.

"This is the home of a machinist in our Santa Clara County plant..."



"You gentlemen have fine homes. But there isn't a single one of you who enjoys the liveability of this \$3000 a year machinist in our Santa Clara County plant.

"This home is just 10 minutes by car from our plant. It is located on a half acre of land that has a little family orchard and a vegetable patch. This machinist enjoys fruits and vegetables that you can't buy in a store.

"See that little patio. That's an outdoor living room. Dinner is served out there about six months in the year. Sometimes the meal is barbecued over glowing charcoal; other times it's just a relaxing meal in the cool of the evening.

"Naturally, this home didn't cost a fortune. A machinist can't afford a mansion—and neither can the thousands of other workers who own their homes in Santa Clara County.

"You all know how the production record in our Santa Clara County plant is far ahead of our other plants. But you didn't know why. This is the reason—the Santa Clara County way of life—liveability plus!"

IF YOU ARE SEEKING A PACIFIC COAST LOCATION

WRITE FOR THIS FREE BOOK

It outlines all of the reasons why Santa Clara County is the fastest growing industrial area on the Pacific Coast. It's free if you write on your business letterhead.



DEPT. N, SAN JOSE CHAMBER OF COMMERCE, SAN JOSE 23, CALIFORNIA

SANTA CLARA
COUNTY *California*
The population center of the Pacific Coast



that the grand larceny is staged. The buyer of a \$50 diamond ring, set with a stone that contains many flaws, is invited to step to the rear for his "bill of sale and guarantee."

Back there he meets the real "hypo" experts. In the argot of these nefarious plunderers, "hyping" consists of inducing the customer to spend a few extra dollars for a "much better buy at the price."

Frequently the selling is started in "grind joints" by putting up a lamp for sale. (Or it might be an ash tray, a dresser set or a fountain pen.) The auctioneer asks who will give him a quarter for it. Finally, in mock desperation, he knocks it down to a shill for a quarter. This is to convince the crowd that things are going to be given away.

The shills, also known as cappers and boosters, are experts in their line. They memorize the minimum prices on all items, so that they know when to quit after they have boosted the "rummy" or "chump" to the let-go price.

Communication between auctioneer and shills is by code. For example, if the auctioneer cries out, "I've got \$10 (d.b.), make it eleven," his confederates know that d.b. means "don't boost."

If actual bids cannot be obtained from the crowd, the article that is put up is knocked down at a fraction of its value to a shill. Naturally this, too, convinces the unsuspecting in the crowd that real bargains are being passed out.

Another regularly employed fraud is for the auctioneer to call for "all the sterling silver-topped dresser sets we have left." He takes one set, displays it so that all may see, and accepts a shill's bid of \$8 for a set anyone can see is worth at least \$25.

As for the "few left," he offers to sell them at the same price. He then proves the hand is quicker than the eye by switching to boxes containing celluloid sets worth a few dollars at the most. These are known as "lumpers."

Price tags are deceptive

MOST of the "flash" merchandise sold in such places carries price tags which are attached only to delude and deceive. A \$15 watch with a \$50 price tag seems more like a bargain when it is bought for \$30.

The buyer must not only beware of the article he buys, but of himself, as he bids for it. The hysteria of bidding is contagious, and nowhere at no time can silence be so golden.

Washington's Needle Industry

(Continued from page 40)

In the Allis-Chalmers strike also the company officials, who complained that the union leaders resisted collective bargaining in the hope of bringing about government seizure of the plants, charged the Department of Labor with aiding the union leaders in this technique. Mr. Truman, in an effort to encourage collective bargaining at the plant, stated at press conferences on three different occasions that seizure was not under consideration. On each occasion, Department of Labor subordinates passed out the word that Mr. Truman had been misunderstood and that seizure was coming up.

The youngsters swing back and forth from one department to another, but they always are in contact with one another. One of their chief social outlets is the frequent seminars which are held and by which they seek mental companionships. A discussion before dinner about what to do for and with the world is a cocktail.

Agitation goes the rounds

THE agitating influence of the articulate youngsters extends out of the particular department in which they may be working. At the seminars or similar get-togethers, they tell what has been going on in their department, or rather what they dislike about what has been going on, and in turn are told of the fancied wrongs elsewhere in governmental Washington. It usually is all retold by a columnist or radio commentator, without, incidentally, the boss' or policy makers' side.

The fact that—because of this situation—a tremendous agitation or a story about one's personal life may break out in public almost any time, serves to intimidate not only high-level officials but also administrators of government agencies. These men need to take bold action on occasion but they are so hamstrung, by the fear they will be accused by their own subordinates of favoring "capitalists" against the "plain people," that they usually end up by doing nothing.

When Fred M. Vinson became Secretary of the Treasury, he found the Department heavily laden with ideologists. They thought it proper to announce an investigation of the tax returns in 1940 of Paul McNutt who had essayed to capture the Democratic

presidential nomination at a time when Roosevelt wanted it again.

Vinson, now Chief Justice of the Supreme Court, is said to have kept the ideologists under control fairly well while heading the Treasury Department. They got word back in April, however, that John W. Snyder was headed for the treasury portfolio. Seven of them have resigned since that time, four to take jobs with the International World Bank.

Attorney General Tom Clark made a significant speech several weeks ago, warning against the enemies of the country "from within and without." It is scarcely a secret among close observers of the Washington scene that he would like to curb the ambitions of some "business baiters" under him. But to question these subordinates, among whom he came up, would arouse instead of obedient loyalty, their belligerent outcry:

"Aren't you going to carry out Roosevelt's policies?"

The situation in the Supreme Court, by which Associate Justices Hugo L. Black, William O. Douglas and Frank Murphy are in bitter conflict with Robert H. Jackson and Felix Frankfurter is based on the fact that all were appointees of Roosevelt and the latter two are considered to have forsaken the former President.

House-cleaning is urged

SEVERAL of President Truman's advisers in and out of Congress and in his official family have urged a general house-cleaning, and it may be said truthfully they have talked into sympathetic ears. In Congress, particularly, there is cloakroom impatience toward the situation. Once again, however, there is a fear of the agitation:

"Are you repudiating FDR's policies?"

There is a fear, not only on Mr. Truman's part, but on the part of such advisers as Secretary of State Byrnes and Chief Justice Vinson, against stirring up antagonism generally at this time. Postmaster General Bob Hannegan is vehemently against such action. In their more thoughtful moments, conservative Democrats on Capitol Hill are inclined to agree that the conglomeration which constitutes the Democratic party in victory must be held together if they are to remain in power.

The reluctance to "do anything



Is there a pipeful of "Country Doctor" in the crowd?

Yes, sir! This motion carried unanimously. Double dividends to all in Coolness, Mildness and Smoking Satisfaction. It's the Tops in Tobacco!

Country Doctor Pipe Mixture

The pipe-smoker's ECONOMY-LUXURY



25

Pleasureful Pipefuls

25¢

TRY IT TODAY

If your dealer doesn't have it—write Philip Morris & Co., Limited, Inc., Dept. C10, 119 Fifth Avenue, New York

An illustration of a two-story building with a porch and columns. A horse and rider are shown in front of the building. Three speech bubbles above the building contain the text: "A truly great, independent beer", "Not how much... but how well", and "On menus of the finer places". Below the building, there is a bottle of National Premium Beer and a glass filled with beer. The text "NATIONAL PREMIUM beer" is written in a stylized font, with "beer" in a smaller, italicized font. To the right, the text "a delightful evidence of Maryland's nice living" is written, followed by "THE NATIONAL BREWING COMPANY OF BALTIMORE 24, MD. MARYLAND".

South Carolina law partner as his chief of personnel. Behind closed committee doors, members of Congress have talked pretty bluntly to Byrnes about the situation. He has pleaded that the troublemakers are protected by Civil Service. Congress has moved to eliminate that protection for a year.

The attack, which Snyder as a symbol of the conservatives and President Truman's main reliance on domestic economic affairs has been subjected to, has come not only from the younger agitators. Others who resent the fact that Snyder appointed some Republicans to office in Missouri also have been in action. They are also bitter toward him because he is looked upon as Enemy No. 1 of the leftists.

Mr. Truman has felt strongly about the attacks made against Snyder, in whom he has repeatedly shown his confidence. He has interested himself, in fact, to the extent of approaching at least two editors beseeching fair play. The knowledge that some of the attack has come from Hannegan and his aides has brought about Mr. Truman's lack of warmth to the fellow Missourian.

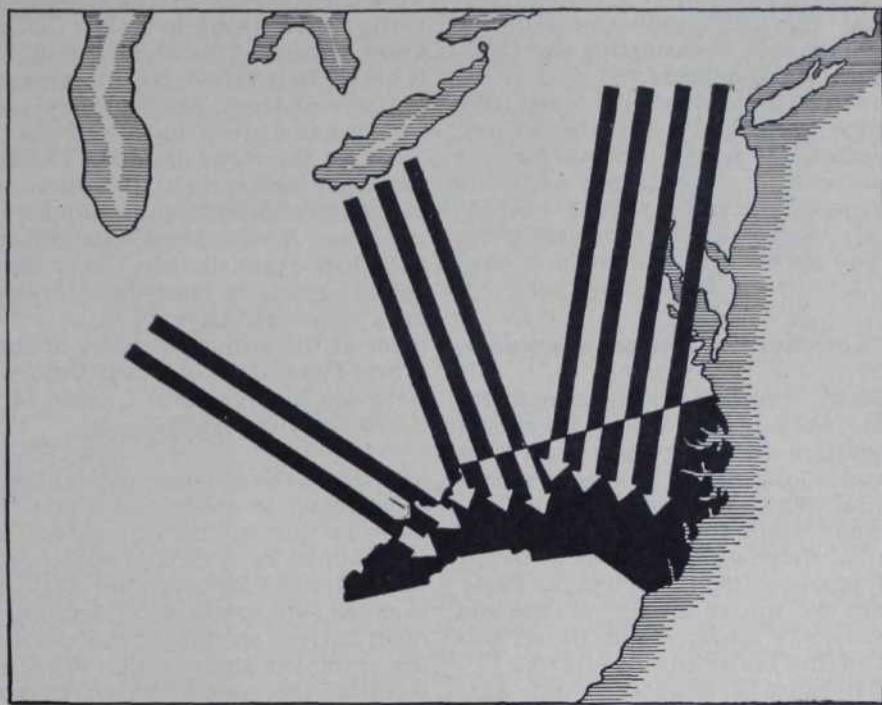
False information given out

PRESIDENT Truman, himself, has not been immune to campaigns of misinformation. A nationally syndicated columnist recently wrote that Chester Bowles had gone to Mr. Truman with a proposition to get labor to give a no-strike pledge for a year in return for the extension without change of OPA, and the latter merely had expressed anger and dismissed Bowles.

Bowles has since said that it was not exactly this way, that he had approached the President only tentatively on the proposition and that no decision was made. Inasmuch as a young Bowles' aide sought to peddle the columnist's version to this writer, the assumption is fair that he is the one who gave it to the columnist, and Bowles did not discipline him.

Meanwhile, Bowles, although his office was a creature of Congress and was directly responsible to that body, turned his vast propaganda facilities against it when Congress set out to clip OPA's wings. The propaganda embraced the spreading of stories that two senators working for modification of OPA were speculating in the cotton market and stood therefore to gain financially. One of them died of a heart ailment and his colleagues aver it was this charge that brought on the illness.

Operation NORTH CAROLINA



REPRESENTING INVESTMENTS AT THE RATE OF \$10,000,000 A MONTH

During the first six months of 1946 a total of 181 new industrial operations were established or definite plans approved for their establishment in North Carolina.

Approximately \$29,359,500 were set aside for capital investment, and these new operations will employ between 17,000 and 18,000 men and women from one of the best labor reservoirs in the nation. *North Carolina labor is famous for its adaptability to training and its belief that an honest wage should earn an honest day's work.*

In addition, during the same period, 100 existing industrial operations in North Carolina started plant expansion projects. These 100 expansions will represent capital expenditures amounting to some \$33,132,000, and will provide employment for approximately 12,000 men and women from the nation's prime labor market.

Industries ranging from textiles to machinery, from food to furniture, stone and clay, chemicals, packing plants and food, are among the newcomers.

There is a reason for this trend in North Carolina and for the wide variety of industries locating here. In North Carolina is to be found pure industrial water, closeness to the richest consuming markets, economical electric power, climate which permits year-round operation and lower building costs, adequate rail, truck, air, bus and water transportation lines, and stable tax policies.

Write today to Commerce and Industry Division, 3524 Department of Conservation and Development, Raleigh, N. C., for information relative to your specific industry. A trained industrial staff will furnish the answers.

Red Blight in Union Gardens

(Continued from page 59) put the heat on non-Communist workers. Below-the-belt tactics. Non-Communists are made subjects of ugly rumors. Character assassination. They exaggerate grievances of party members, fellow travelers and sympathizers. This makes it easier for the Communists to operate.

The Communists not only have time and energy but also money. Funds are never lacking for any purpose. Transportation costs and expense accounts are paid, no matter where their representatives may go, even to Moscow and back—and they always come back.

Communists suspect everyone

THEY come back refreshed for the work ahead, and for keeping dossiers on each party member and a long list of the party's enemies. While they operate this Gestapo system, they are in turn tailed and shadowed by a counterspy outfit with headquarters in Paris, run by the remnants of the old Kerensky Government which was overthrown by the Bolsheviks.

Because it is out-and-out warfare, the Communists hold star-chamber trials. They suspect everyone, even their own members.

Joe Curran, head of the National Maritime Union, admits that even his own top officers have harried him with their internal espionage.

"It all comes of playing with bandits," James Curran—no kin to Joe—told me recently. James Curran is a top labor authority in Chicago. He added, "If we, as Americans—and that goes for labor and management alike—do not look out, these dudes are going to take us."

Morris Muster, who recently resigned as president of the United Furniture Workers of America, CIO, charging that Communists dominated the union's executive board and that the Communists insist on long-drawn-out strikes when quick settlements are possible, says:

"People belong to a trade union movement because they are workers and not professional politicians, but Communists are professional politicians first and trade unionists incidentally. In this particular situation, of the 130 delegates at the convention in Detroit, there were ten or 12 who never saw the inside of a furniture factory but wormed their way into the locals

and, by political intrigue, became delegates to perpetuate an individual in office despite the fact that the majority did not want the man. . . . These people are dangerously vicious. Anyone who goes along with them on the theory that that is the liberal thing to do is a fool. I know because I have been one. It is better to rid the labor movement entirely of these people. They are no good to anyone but Uncle Joe."

To get the views of James Carey, secretary-treasurer of CIO, on what could and should be done about the situation, I discussed this phase with him recently. Mr. Carey was getting ready to leave for Moscow as a representative of American labor at the annual meeting of the World Federation of Trade Unions. Here are the questions I asked Mr. Carey and his answers:

Q. Since the purpose of unionism is basically to raise wages and to improve working conditions, can a Communist be a good labor leader and unionist? The question is asked because we understand communism thrives on unrest, distrust of the employer and creation of class conflicts. So, if the union leader helps make the economy work and helps the worker be better off, does he not thus interfere with communist purposes and plans?

A. This question, it seems to me, answers itself. A Communist seeking control of a labor union is out for no good. The philosophy of communism is opposed to American ideals of civilization and culture. Communism means creation of a supergovernment. This can be done in America only by revolution.

Q. Suppose an employer in the rubber industry should say to you: "Mr. Carey, working with unions is a relatively new experience with me and, for that matter, your own union is comparatively young. I am not out to lick labor and I am willing to do an honest job of trying to get along with representatives of my employees. But you know, and I know, that in this particular local I deal with, the leaders are Communists and troublemakers. What would you honestly advise me to do—denounce them—or go along and hope for the best, and if so, how can I when I realize they'd like to ruin my business?" What would you tell him?

A. If an honest employer deals

with a known Communist, a trouble-maker, the best thing to do is to beat him at his own game. To such an employer I'd say, "First, clean your own house. Get credentials from the people you represent; as the labor leader should have credentials from those he represents. Numerous corporations have elected their officers without direct vote of stockholders. In the actual working of a plant, however, any man in a responsible position can adopt policies that will cancel complaints played up by Communists and trouble-makers; or even honest labor leaders.

This should be done: Advocate extension of Social Security; strengthen the Wagner Act; enact minimum wage legislation; institute Fair Employment practices—and support educational programs, higher pay for school teachers and other white-collar workers. Specifically, a joint safety committee should be set up in each plant. Made up of management and labor, this committee—say, five from each side—should be entirely removed from the province of collective bargaining.

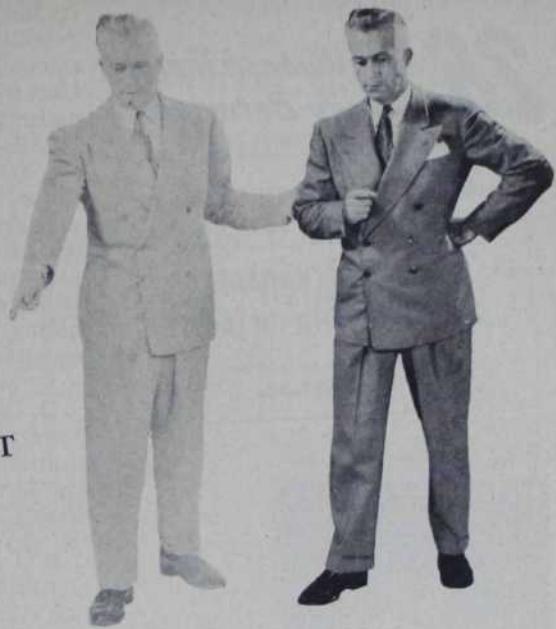
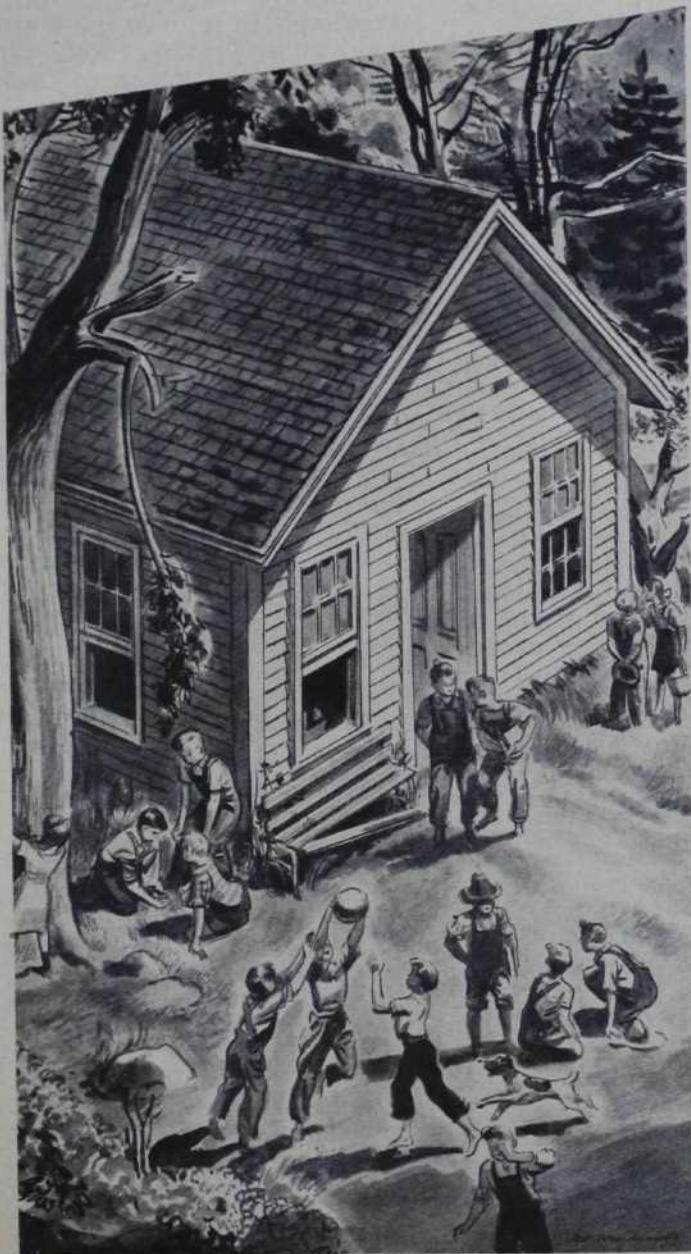
Many employers make this point: I will deal with my employees, or their representatives who are employees, but no others. This creates an antagonism toward labor which is played up by the Communists. If, due to the persuasive powers of the Communists, employees turn toward communism rather than to their employers, this is certainly the employer's fault. An honest employer tries to learn what goes on in the ranks. Such an employer does not look on his employees as so many badges with numbers. He meets conditions that cry for remedy.

Q. You mentioned a 'transmission line' between Russian communism and the Communists in the labor movement via the American Communist Party. How does it actually work?

A. The transmission line between the Soviet Union and the American Communist Party is a system in which each member is a self-appointed ambassador, representing the Soviet Union. Other countries have only one ambassador to the United States. The Soviet Union has ambassadors scattered all over the nation, principally in New York, New England and the great midwestern industrial centers. That is, they think they are ambassadors. What they really are is press agents for the USSR. They paint glowing pictures here of marvelous conditions in Russia. They



DOES YOUR OWN *Self-Interest*
CONSIDER *Rural Education* AS IMPORTANT
AS HARBORS AND RIVER BEDS?



YOU: What's that you're saying? You mean that for future replacements in my business, I must depend to a large extent on the rural population?

SELF-INTEREST: Yes, exactly! You see, the movement of farm population is to the cities. From a 1935-39 average of 31 million, the farm population dropped to 25 million in 1945, while the nonfarm population went up from 97½ million to almost 114 million. Because of a higher rural birth rate and the fact that modern farm machinery has reduced the need for manual labor, Rural America is able to contribute to urban manpower requirements.

YOU: Yes, I know, but I've often wondered—how well equipped are these people to fit into our modern industry?

SELF-INTEREST: An excellent question. Now we're getting down to the point I want to make. Let's take . . . education! Through little fault of its own, Rural America's educational system has been sadly neglected. For every dollar that we apply toward the education of a city child, we spend only 69¢ toward the education of his "country cousin". Do you know that several million farm children attend schools in mere shacks, under teachers who haven't even a high school education?

YOU: Well, that is serious! It seems to me that the rural school problem is more than just a farm problem alone. In the United States, it's a well recognized principle to tax wealth *wherever it exists* and to spend revenues to meet the needs of the people *wherever they live*. That's how we deepen our harbors and river channels and handle a host of other problems.

SELF-INTEREST: Correct! And if we're to see that our future urban replacements from the farm are to be given the right start in life, the rural education problem must also be considered the nation's problem. This is vital to the growth and health of American industry.

* * *

This message was prepared and paid for by Harry Ferguson, Inc., Detroit, Michigan (Ford Tractor Ferguson System and Ferguson Farm Implements). We invite you to lend your active interest to one of our pressing national problems—the destiny of American agriculture.

Safe...Comfortable...Convenient!

28 Fast Wabash Trains Daily Between...

DETROIT AND CHICAGO
CHICAGO AND ST. LOUIS
ST. LOUIS AND KANSAS CITY
ST. LOUIS AND DETROIT

*St. Louis and Des Moines, St. Louis and Omaha
St. Louis and Toledo*



Wabash roadbeds give you extra daytime comfort or a good night's sleep. You're safe because automatic block signals control traffic on Wabash tracks . . . permit fast schedules.

Between St. Louis, Kansas City, Denver, and the Pacific Coast, you enjoy Wabash safety, speed, comfort and convenience on the new streamliner "City of St. Louis."

TOM M. HAYES—Passenger Traffic Manager
1495 Railway Exchange Bldg., St. Louis 1, Mo.



Write For Your New
Wabash Timetables Today

WABASH RAILROAD

send to Russia false pictures of life in the United States.

While the actual working of the party line is a mystery, the fact is that William Zebulon Foster is not as important in the councils of the USSR as he would have us believe. He and his followers are mostly noise-makers. The real policy makers in Russia proceed without consulting the American Communist Party which frequently is bewildered by changes in Soviet policy. The case of Argentina is a recent example.

Q. Did you have personal experience in a struggle with the Communists for leadership in your own electrical workers' union? What took place?

A. I had plenty of trouble with Communists in the United Electrical, Radio and Machine Workers of America. I organized the electrical industry. When AFL decided to give us a Class B membership in the Brotherhood of Electrical Workers we joined CIO. By devious methods, working like beavers while Americans by-passed their responsibility, the Communists planted enough delegates in our national convention to purge me as president and to seize control.

Q. How big a percentage of a local needs to be Communists in order to be considered Communist-dominated? Will one per cent do the job, or do you need 25 or 50 or 51 per cent?

A. This question cannot be answered accurately, or in general terms. All depends on the Communist leaders. If they are smart, only a few are needed to dominate a union. They do this by playing on the weakness of human nature which they know pretty well. Their main attack is through resolutions introduced at meetings. These are framed up outside the meeting halls by the brains of the party.

They catch the members off guard, groggy from long sessions. Their tactics are these: They wait till the regulars go home, weary after long hours in a smoke-filled hall. Then they slip over their resolutions. In order to combat this influence, true American unionists must be taught parliamentary procedure. That usually beats the Communists at their own game, for they follow the party line rigidly. They never deviate from instructions. If their plans are upset they are completely lost. They cannot act on their own. They have to be told, from above, what to do. Theirs is a totalitarian com-

mand—dictatorship. Once Communists introduce a resolution it has to follow its course—or else. As one labor leader facetiously remarked, "Communists get paid by the resolution or by the word."

Q. How outspoken are Communists inside a union? Do they work undercover? Do they deny membership in the party, or do they generally admit or boast of it?

A. Under the leadership of William Z. Foster, Communists are more outspoken than when Earl Browder was in command. Once they worked mostly undercover. Nowadays they come out of hiding. They have learned that even when they worked in the dark they were discovered.

Here is an example: One Friday night, in a meeting of Local 51, United Automobile Workers—Plymouth Plant, Detroit—while pickets were in front of the White House calling President Roosevelt a war monger, a bunch of Communists got busy. They introduced a resolution denouncing the President and calling for the retention of the neutrality law, and disapproving conscription. Twenty-four hours later, on a Saturday, Hitler marched into Russia. On Monday, at the next meeting, the same outfit introduced a resolution saying that this was the "people's war and organized labor should follow the leadership of that great President, Franklin D. Roosevelt—and Phil Murray," both of whom they had previously denounced. The leaders of Local 51 were not even embarrassed. They saw that this resolution was adopted. The delegation that offered it was made up of Communists.

Q. Is there some over-all communist leadership giving such men direct orders on specific policy?

A. Yes. All orders to communist leaders come from above but the original source is never quoted. Anyone acquainted with communist procedures is familiar with the deep silence that follows a new Soviet development. Twenty-four hours later the Commies speak out as one man with the same argument. This doesn't just happen. It is caused.

Q. Short of suspension or expulsion, what do you hope to do to reduce communist influence in CIO unions where you feel there is too much communist influence?

A. The issue can be solved only at the local unions' ballot box. The

only way to handle this situation is to train Americans, get them out to meetings, stick till the last man leaves. The rank and file of membership has to take active interest in all union work. Not to do so is a weakness. This is played upon by the Communists. They are always active. First to arrive at meetings and last to leave, they are willing to assume all obligations; keep records, do everything Americans pass up. In that way they gain control of a union.

As one of the younger labor leaders, James Carey has made a record for himself that is typical of an American success story. He is all for labor, naturally; therefore his answers—honestly given—are slanted where his heart is. His answer to the second question in this catechism might lead the average business man to believe that he is being urged by Mr. Carey to be an organizer for CIO; especially that part about strengthening the Wagner Act. Aside from all this there are many points in Mr. Carey's approach to communism in labor that are worthy of serious study since this enthusiastic labor leader, the victim of Communists, knows whereof he speaks. It is with this thought in mind that his side of the case is presented.

Threat to business

IF Communists can control a union they can also turn a business upside down. Business men, therefore, should be able to identify a Communist. There is a lesson along these lines from labor itself. A story going the rounds in CIO circles tells how to spot a Communist:

Sergeant Emil Mazey, now an executive board member of the United Automobile Workers, just returned from the wars and active as a rank and filer of Briggs Local 212, UAW in Detroit, had denounced a resolution as a piece of Communist propaganda. He even called the sponsor a Communist.

"How do you know I'm a Communist?" the man asked.

"Now, fellas," said Emil to his buddies, "when you see a bird that walks like a duck, and quacks like a duck, and looks like a duck, and hangs around with other ducks, you say 'There is a duck!'"

At the next meeting when this same man introduced another resolution all the good unionists joined in the chorus,

"Quack-quack, quack-quack!"

This is now the rallying call for American union men.



"Wonderful appearance
... Minimum upkeep

If yours is a business where traffic is terrific, the soundest investment you can make is a Kentile floor.

- Kentile shrugs off dust and dirt, won't stain, scuff or scar.
- Kentile mops clean with soap and water (which cuts labor costs to a minimum).
- Kentile colors are gay and bright, clear and clean. They go all the way through (which means your floor looks young and smart year after year).

Foot for foot, Kentile is the lowest cost, longest wearing resilient type of flooring obtainable. And the huge color range—with borders and strips—gives you ample opportunity to plan a floor of distinction and character! Authorized Kentile contractors lay Kentile without interfering with your store's routine. A handsome color folder shows patterns and colors, gives all details of Kentile's characteristics. Ask your flooring contractor for a copy or write us. No obligation, of course.

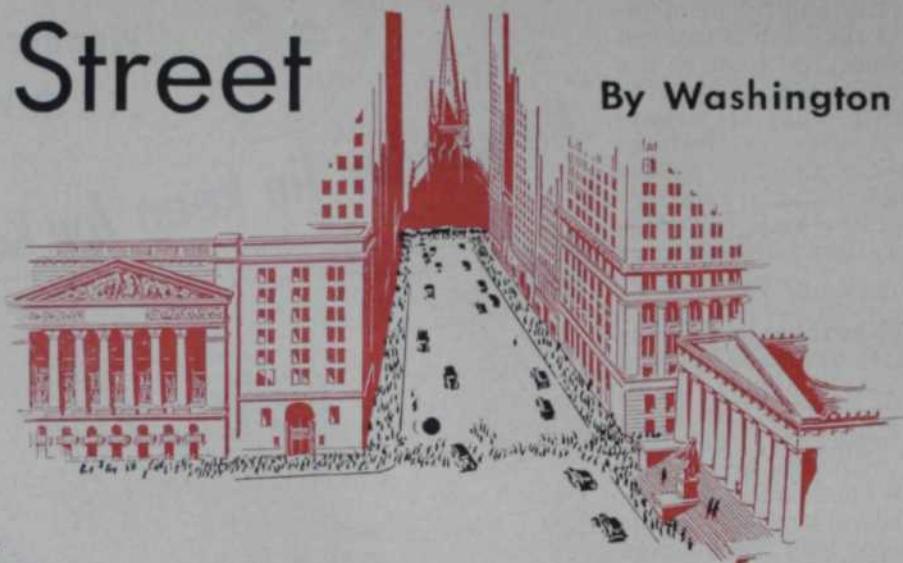
DAVID E. KENNEDY, INC.
85 SECOND AVE., BROOKLYN 15, N.Y.
ALSO IN
ATLANTA—SAN FRANCISCO
CHICAGO—BOSTON
PITTSBURGH—CLEVELAND

KENTILE
Asphalt Tile
Trade Mark Reg.



Our Street

By Washington Dodge



Second Wednesday

IN October, 1938, *Fortune*, discussing market analysts, said: "Most forecasters, under the tense pressure of their profession, form a caste. They go on long and frequent vacations. They meet for soirees in the drawing room of an energetic bluestocking named Miss Helen Slade, a lady whose economic library is one of the most complete in New York, and who collects forecasters as others collect poets, explorers, and jade."

Now, eight years later, these unpublicized soirees still continue. On the second Wednesday of every month the invited forecasters gather, drifting in anywhere from nine in the evening until midnight. Sumptuous sandwiches and drinks are present in force, and complete informality marks the party.

Among the guests are always representatives of those of the Street Olympians upon whose words the market has been known to vibrate. There may be Murray S. Safanis, a bland partner of Shearson, Hammill & Company, described as the greatest living expert on Big Steel; behemoth Schroeder Boulton of Baker, Weeks & Harden, some of whose clients bought Curtis Publishing at a dollar or so and sold it above \$20.

There is John Howard Lewis of Lewis & Company, able analyst with a personal propensity for mining ventures but specializing in aviations; Harold Gartley, perhaps the foremost market technician; Howard Vultee, who was one of the founders of the N. Y. Society of Security Analysts and is now with Marine Midland; Leonard Jarvis of Hayden Stone, said to carry more earnings estimates in his head than any two other analysts; et al.

What do these analysts do when

they are all placed in one room, far from the ticker's maddening cry? They talk about the market. And they talk about their favorite stocks. What else would you expect them to do? And Hostess Slade rightfully beams. I can think of no other drawing room where regularly is assembled such a mass of brainpower. It must be a nice hobby.

* * * * *

Poem: lesson

"The saddest sort
Of afterthought:
I sold the stock
I should have bought."
(Carlton Shively, N. Y. Sun.)

* * * * *

Present company excepted

IF YOU don't like your broker, show him the following quotation: "Here let us stop for a moment to remark that most men, at least novices, are wont to ask advice of their brokers, as to what stock they shall buy or sell. But is a broker's judgment worth anything? Not generally.

"Never buy or sell on a broker's judgment," a member of one of the oldest and safest firms in the Street advised a customer. "If you do, you'll be sure to lose your money."

"This is a great truth. The brokers borrow their feelings from the market. If the market is depressed, they are affected accordingly; if the market is active and high, they are elated in a corresponding degree. In this way their advice to their customers is to sell when they

ought to buy, and to buy when they ought to sell. Again, a broker's judgment is warped by being constantly in an atmosphere of mere market values, irrespective of real values.

"A broker will often laugh at a customer who is figuring up the true value of a security by examining the condition of the company which issues it. If a stock has been selling at a very low price for several years, it is consigned to the portfolio of worthless fancies by the broker, who never stops to enquire what its true value is. When one of this class of securities goes up on its merits, he will be sure to pronounce it a good sale."

These words of erudition are from "Ten Years in Wall Street" by Wm. Worthington Fowler, 1870.

* * * * *

Protectors

IN THE present boom times few reorganizations are under way, a fact that deprives a goodly number of learned lawyers and supposedly altruistic brokers of a nice source of "other income." Let it be hoped that conditions will not again arise so that scores of securities have to be shepherded by "protective committees." If that is asking too much, let's hope for some legislative reform that will permit only committees which have a real interest and aim to protect rather than to gain fat fees.

The best indictment I have seen of dawdling protective committees came from a special master in the Warren Bros. reorganization, wherein half a dozen or so committees submitted fat bills. Said he:

"Candor compels the statement

that these petitions show unmistakable evidence of the wasted time, duplication and professional hand holding that always attends this kind of proceeding. This type of work is too often treated like knitting (to be picked up when there is nothing else to do) and no member, or employee, of a committee, bank, or law firm, is too big, or too humble, to put in a few stitches while the office manager carefully records his time. No one ever wants to "wind ball" or look for a new job.

"There can be no other explanation of the vast amount of 'research,' 'analysis,' 'study,' 'investigation,' and 'intraoffice conferences' that these petitions show... It would speed up the normal procedure by removing a large number of these solemn watchers who clutter up the conferences, and perhaps eliminate the last few readings of the more simple documents."

Name of the author of these words has been lost to me. But I recall well that the opinion was delivered in Boston, as the context may suggest.

* * * * *

Collector's item

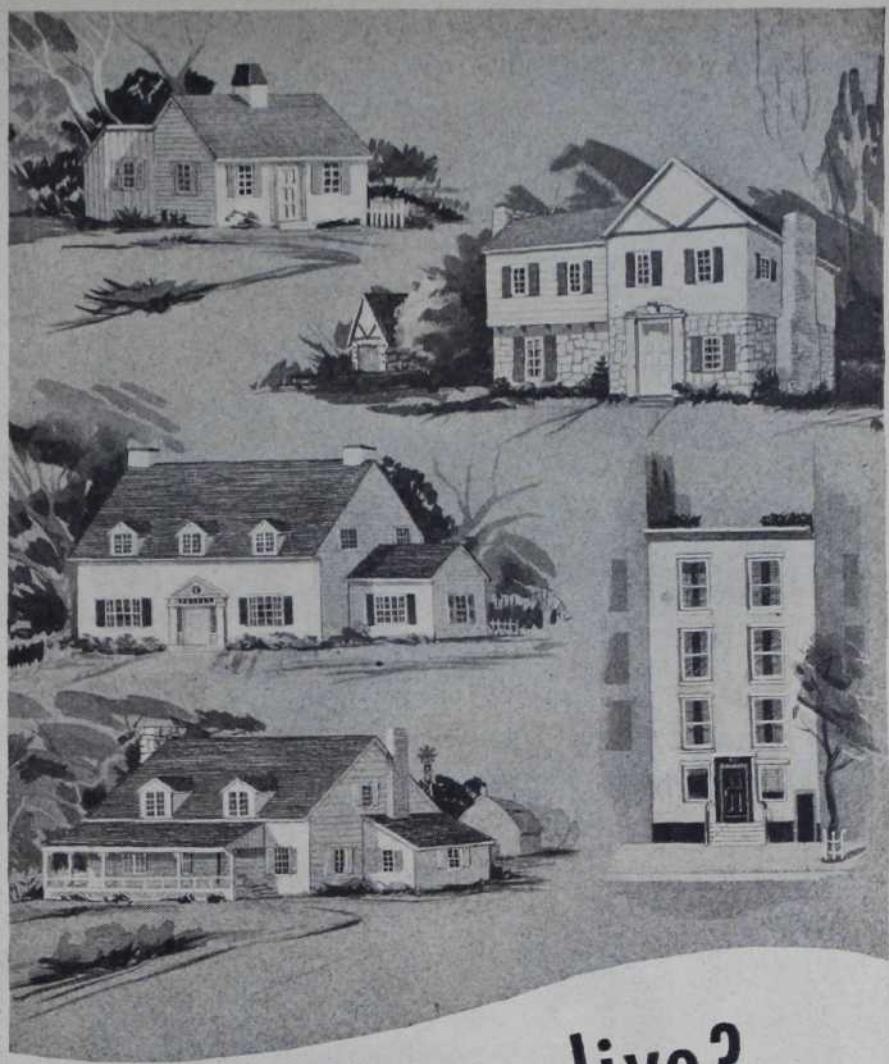
(IF YOU have never saved stamps, skip this one.)

My first job in Our Street was with a roundlotter. That, dear readers, is an investment advisor whose main preoccupation is seeing that all holdings are in multiples of 5, or 100, according to the account. If some unfortunate investor holds 91 shares of a stock, the roundlotter will see to it that he buys nine more on general principle. Or perhaps on the principle that the office boy can value the account more easily, for the value of 91 shares at \$56 $\frac{1}{8}$ is sometimes above office-boy ability.

Said roundlotter gave me a gentleman's holdings to review with the admonition to go up and see him and promptly divorce him from his numerous five and ten share holdings, since his usual holding was 500. I went to see the gentleman and gave him the prepared talk on the uneconomical aspect of such odd lots.

"My dear boy," he said, "these are all collector's items." To demonstrate his meaning, he got an album from the bookcase. Within it were all the stocks we had told him to sell.

"I couldn't sell my Baltimore & Ohio," he said. "It's the first American railroad—and say what you want about Canadian Pacific, it's



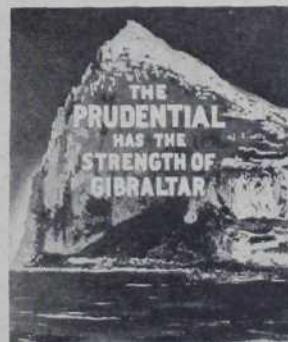
Where do you live?

It doesn't matter what state you live in . . . or whether your house is in a valley, high on a hill, on a farm or in a city, town, or village—The Prudential may well have special meaning in the place that you call home.

For more property and home owners in this country have been helped through Prudential mortgage loans than through those of any other company.

To more than 23,000,000 Prudential policyholders, this is particularly important. It is one of the many factors which drive the roots of this company down deep into the life of all America.

It is a symbol of soundness . . . another contributing reason why so many people look first to The Prudential for protection. The Prudential Insurance Company of America, Newark, N. J.





*Florida for your fun
... and your future*



Come to Florida for fun . . . to golf on fairways that are green all year . . . to swim in clear, blue waters . . . to fish where a hundred varieties are waiting to test your skill . . . to relax on broad, sandy beaches, or enjoy the exciting spectator sports and attractions that pleasantly diversify each vacation day and night.

Florida is fun—gay, fascinating fun—right around the calendar.

But Florida is so much more than a sun-blessed playground. There are real

opportunities in The Sunshine State for many types of business, industry and agriculture. Opportunity for happy, year 'round living, too.

Plan now for an early fall or winter vacation in Florida. And where you find your fun, you may find your future. Mail coupon below for free copy of illustrated booklet.

MAIL THIS COUPON!

*State of Florida, 502 Commission Building
Tallahassee, Florida*

Please send me free illustrated booklet, "THIS IS FLORIDA." I am especially interested in: Check

- Florida vacations, summer or winter.
- Florida for agriculture.
- Florida for industry.

*Name _____
Street and No. _____
City _____ State _____*



FLORIDA
THE SUNSHINE STATE

the greatest property in Canada. The Company of Gentlemen Adventurers of England Trading into Hudson's Bay may have fallen on bad times, but it is the oldest corporation in existence. And this, The Proprietors of the Boston Pier or Long Wharf, may not represent much in dollars but it is the oldest American company, 1772, I could buy. Oliver Wendell Holmes and his father used to go to shareholders' meetings.

"Nor could I part with the Compagnie Maritime de Suez, for I am a student of history as well as stocks. And, as a student of history, how could I sell these few shares of E. I. du Pont de Nemours, which began selling explosives to the Government in 1802? And look at my one share of The Bank of The Manhattan Co., which got its charter as a ruse by posing as a water company and still has father Neptune on the certificate?"

Ever since hearing that oldster I have had a new respect for certificates of stock—in fact I have almost succumbed to the collectors' urge and bought me a share of J. P. Morgan & Co.

The collector above may be excused. He knew what he was doing. No excuse though to those investors who keep substantial money in companies for sentimental reasons. Many years ago I attended a family conference on investments and gave what I thought were potent arguments on why at that time a big block of White Rock Mineral Springs should be sold.

"But papa bought it," said the bereaved daughter. "Papa wouldn't like us to sell it." I pointed out that conditions had changed.

"But there will always be a demand for a good water from those who can afford it," said a son. "We love White Rock."

I gave up and passed to the next stock (probably Woolworth). A few minutes later the meeting was over and a butler was summoned for highballs. With the best Scotch whiskey he brought some bubbly water bearing the brand name of the nearest department store.

And one more case on sentimentality. A client of mine held a huge block of stock in a company which his father had founded but with which no member of the family was associated. Through thick and thin he refused to sell it.

About a year ago he called the traffic department of that company, as was his wont, and asked for a drawing room to Miami. "Things have changed," said the traffic manager. The next day the heir decided to sell his stock.



The Road North

The Canadian Bank of Commerce is a through route to every Canadian economic area—agricultural, mineral, forest and industrial. For this Bank has over 500 branches across Canada—all manned by experienced officers, well versed in dealing with American business interests.

Monthly Commercial Letter upon request.

THE CANADIAN BANK OF COMMERCE

Head Office: Toronto

New York Seattle San Francisco
Portland, Ore. Los Angeles
Over 500 Branches Across Canada

How To Assure Success For Your Products with DFI Planned Products Service

Satisfactory sales volume and profit for your products in the highly competitive market ahead can be assured through modern design, exceptional performance and competitive price achieved through DFI Planned Products Service. We develop product from your specifications and bring you tested working sample ready for production with manufacturing drawings and processing...Write for information.



DESIGNERS FOR INDUSTRY, INC.
2915 DETROIT AVE. - CLEVELAND 13, OHIO
59 PARK AVE. - NEW YORK 16, NEW YORK

ONE DEPENDABLE SOURCE For Screws, Nuts, Bolts, Washers



STRONGHOLD
SCREW PRODUCTS INC.

336 W. Hubbard St., Chicago 10, Ill.

SELL? BUY? Industrial Property

The S. I. R. specialist in your area will give you expert counsel from his wide knowledge of sites, plants, markets & values. Ask for our 1946 Roster. No obligation, of course.

Society of Industrial Realtors

1737 K STREET, N. W. WASHINGTON 6, D. C.

Aside Lines



By CHARLES W. LAWRENCE

THE SALE of books has fallen off sharply from its wartime peak. With the end of gasoline rationing, it seems, the reading public forsook "Forever Amber" for Burma Shave.

★ ★ ★

LABOR-SAVING inventions are multiplying at such a rate the Patent Office is having difficulty keeping up with them. Soon we shall be able to save labor in every way except from its own mistakes.

★ ★ ★

THE AUTOMOBILE industry has appointed a committee to study means of stabilizing year-round production and employment. Its problem is to make the public love a new car in December as it will in May.

★ ★ ★

ORDERS for new telephones continue to pile up faster than they can be filled. Americans are firmly committed to becoming the people for whom the bell tolls.

★ ★ ★

A DIVORCE judge tells us that most of our marital strife flows from the failure of young husbands to become heads of their households at the outset. He who hesitates is bossed.

★ ★ ★

A LONDON scientist fears that the British Empire's supply of tin and lead will be exhausted in two decades. To make matters worse, Russia seems to have cornered the world's supply of brass.

★ ★ ★

BECAUSE they need our dollars, the British are giving us top priority on their supply of Scotch. It's a fair exchange—they get the jack and we get the jag.

★ ★ ★

PLANS are being made to install radio on the Atchison, Topeka & Santa Fe. This will be a complete reversal of the situation as of last winter.

Attack by Indians on Union Pacific Railroad track-layers in the 1860's. Authorized as a Civil War measure, there were 1,027 miles of track laid—the first railroad across America. Workers lived in railroad cars, were often accompanied by U. S. Cavalry. The founders of the Kaywoodie organization were supplying the demand for pipes as far west as Denver and San Francisco at that time.



KAYWOODIE grew up with America


Slim Apple \$3.50

Winning new friends
every year since 1851

Our pipe-makers supplied pipes to the men who built America. Technique and manufacturing equipment have grown so that Kaywoodie today is made by the most modern methods in existence. All this is reflected in the smoking-pleasure and comfort which you enjoy when you light up a Kaywoodie. \$3.50 to \$25 at dealers' Kaywoodie Company, New York and London.



COPR. 1946
KAYWOODIE CO.

On the Lighter Side of the Capital



Time to set watches

HE MAY not be quoted by name, and it is only possible loosely to identify him as one of the eight or ten really top-drawer senators. His Democratic state is strong for him and Republicans think of him as a big man rather than as a partisan. If Democratic National Chairman Bob Hannegan tried to give him orders he probably would not hear the buzzing. If he did he would burn Mr. Hannegan's wings down to his shoulder blades.

There are others in his party in the same position. Likewise in the Republican party there are plenty of men who listen to Chairman Carroll Reece purely as a favor. Because, as the Senator says:

"This November election isn't like any other election we ever had."

Every election differs more or less from every other election, of course, but this one, he thinks, will stand out among elections like a horse in a kitchen. It might kick over the stove.

He will let the Republicans do their own talking about their own troubles, only pausing to note that with Taft and Bricker and Stassen and Warren and Saltonstall in the line-up, the show's ought to be good. Somewhat on the order of a strip-tease.

The ace in the hole

AFTER the coming election we may, he thinks, be setting our watches to a new political time. About as many Democrats as usual will be elected to the House, barring a few misfits here and there. He thinks the oldtimers who are renominated will be mostly re-elected.

"But they will be free Democrats. Anyhow, a good many of them will be. They gave Truman a pretty rough ride in the Seventy-ninth Congress and they will spur and lather him in the Eightieth unless he changes his ways. He is their ace in the hole, all right. Bar accident he will be renominated in 1948. But, through no fault of his

own, he is in the hole. All the broken promises and mistakes and heartburns of the past decade will come up to plague him."

He thinks that is too bad. Mr. Truman inherited the doggongest mess any man ever did. It looks like he's stuck with it.

Every one likes him, but—

ANY TALK that whatever affection for Mr. Truman there may have been has declined is nonsense.

"But, when the chips are down, you don't cash in on love and kisses."

It is also too bad that the New Dealers insist on pursing their lips when the President is mentioned. They refer to themselves as the "vanishing Americans."

This makes the kind of a hit you would imagine it would make. Paradoxically enough, the congressmen who have not liked the New Deal are warped against Mr. Truman because the New Dealers are tied in with him. Yet it is unlikely that he likes them, either.

Tour on a cracker barrel

ONE OF OUR foremost students of politics, ankles, bonded bourbon—he thinks the stuff bottled up with neutral spirits is probably responsible for our occasional forays into Cuckoo Land—has just returned from three months' bumming in a '38 roadster through the West.

"I had a ride on a cracker barrel," he said. "Best thing I ever did. I sat around in garages and Palace Diners and \$2 hotel lobbies and talked."

"This is a grand country, once you get away from Washington. Not much is known of it from 1600 Pennsylvania Avenue to the Union Station."

His definite impression is that we are pretty sick of Europe; that it would be all right if we never heard of China, Mme. Chiang or Stalin again; that there is no such thing

as the union labor vote except in spots, in these spots local conditions are responsible; that labor leaders are riding for a fall; that the business-political end of our Army is in hot suds up to its neck; and

"Is too dumb to know it."

Folks want to know—

HE FOUND a deep down, growling dissatisfaction with the manner in which this country has been spending borrowed money:

"More of a grouch than you'd ever suspect here in Washington."

A dozen times he heard the story of the two Irishmen:

"Where does the Pope get all the money he spends?"

"Your tin cints and my tin cints."

Sitting on 1946's cracker barrel he gained the impression that official statements are mostly disbelieved.

He does not believe that OPA's millions of dollars worth of propaganda was worth a nickel. We're getting down to hardpan.

No love and affection

WHEN Bowles and John W. Snyder fell out, Mr. Truman was caught in the door. Truman's decision was strictly on the facts.

Snyder eventually went to the Treasury.

Bowles went to Maine for a rest.

During the pully-haully some harsh—well, call 'em implications—were swapped back and forth. Mr. Snyder is Mr. Truman's close and loyal friend. It may not be fully recognized as yet, but Mr. Truman is on occasion a very tough guy. When the Bowles' hatchet men began operating on Snyder Mr. Truman began to swing from his heels. It is not a prediction that while politics may harness the President and Bowles again in the same team they will never be warm friends. It's a dead certainty.



How to bell a cat

THERE is an old Scotch story of mice who met in convention and agreed to hang a bell on the cat. But they could not agree on which mouse would do the hanging.

"Just so the anxious advisers around the White House," said an onlooker.

Some of them think that Mr. Truman on the stump would do more harm than good. But it has

been very embarrassing to present that view to the President. He is a good natured and kindly man and likes to talk turkey to his friends. But—

It sounds like true

WHEN Daniel W. Bell quit as undersecretary of the Treasury because he has a growing family and increasing needs and went to the American Security and Trust Company, the story goes that he called the bank force together:

"I'm going to pay you well and be fair," he said in effect. "But you've got to work."

They've been cheering for him ever since.

No appointment made by the President has been more heartily approved in Washington than that of "Danny" Bell to the De-control Board which will hold the revised OPA in bounds. The verb "will" was used understandingly. "Danny" Bell became a government clerk at 20, and came up without benefit of pull. Those who know him say no one will fool him much. Or twice.

Here comes the parade

WE ARE—according to a disturbed general—hearing the first toots of the inquiry into the Army's financial doings. Pretty soon the investigators will be marching down Constitution Avenue in company front;

"There may be," he said, "more dirt turned up than you could pile in Alaska."

He had nothing to do with whatever skulduggery there may have been.

He was a combat general and no one was ever asked to look out for him. What worries him is what may happen to the Army. From the gossip he hears previous postwar scandals may look like orchard robbing.

"We need the Army—"

EVERY one knows, he said, that we need a good army. Just as any city needs a police force. We can be proud—

"We can be damn proud—"

Of the fighting record of the American Army. No other army in the world can hold a candle to us. Our GI's did not like being in the Army. They are freeborn Americans and they resented some phases of the discipline and the

grub and the mud and the bugs and all that.

"Let's not kid ourselves. Some of them were damn mad about it and still are."

But they're out of it now and they were cooling down and the Army was beginning to look forward toward the building up of a competent organization against possible future need and now these scandals or gossip-scandals are hotting every one up again.

The general says he is mad. And scared.

Thunderheads building up

THE GENERAL said he had noticed that just before a really big storm the thunderheads pile up in the sky. Little storms get along with black clouds:

"Notice one thing," said the general. "We went through practically four and one half years of war without a single war song. That *never* happened before. Of course there were songs but the GI's didn't sing 'em. So far as I can hear the same thing happened in Great Britain."

He thinks this is significant but he does not know what the significance is. He said that maybe he doesn't want to know.

Rumor's a lying jade

THE STORY goes that Secretary of Commerce Henry Agard Wallace is about ready to retire from politics

 and become an emeritus or something. He is a kindly man by nature who likes to tell people what is good for them but he is not actively combative. Being in politics was fine as long as he had a husky master at his back, but, when he got into the free-for-all and began to stop 'em, things began to look different:

"He's still the secretary," said one observer, "but with the privilege of the bowstring."

Not to be nasty about it he can climb up his ivory tower and pull the tower up after him, so far as the regulars are concerned. He is no longer a threat. He made a few sweet passes at business but business did not pass back. The CIO-PAC seems to have cooled toward him. To be fair about it, there are moments when the Secretary in his baronial office appears to have turned the cold air on the CIO.

The moral seems to be that life on the Potomac is seldom dull.

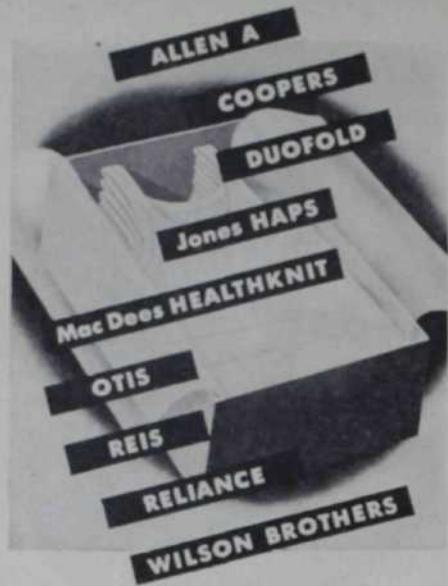


A \$73,000,000 TESTIMONIAL

Since January 1946, \$73,000,000 has been allocated to build new plants in South Carolina for plastics, textile, food, cement, glass, wood, and many other industries. Assuredly, other states were considered. But the fact that South Carolina was chosen is an impressive testimonial to its favorable climate for industry — its dependable workers, moderate tax and power rates, good roads, fine harbors, rich agriculture, vast forest resources, valuable minerals. Now is the time to locate in South Carolina! Your questions will be answered promptly and accurately by State Research, Planning & Development Board, Dept. J, Columbia, South Carolina.

South Carolina

WHERE RESOURCES AND MARKETS MEET



To sell anything MEN buy...



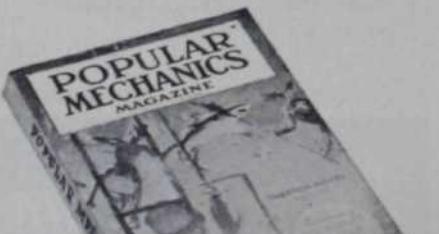
Headline jumpers... men who skim the ads too fast to get the point... are scarce as hail in Haiti among *Popular Mechanics* readers.

The man who buys *Popular Mechanics* reads it to *learn*... thumbs it dog-eared searching for useful new facts and ideas. Skimming the ads would be to him like eating the eggs and only smelling the ham.

Latest readership surveys based on current circulation show **3 1/2 MILLION** of these alert, inquisitive men... each one habitually a *deliberate* ad reader... a big, lively, more responsive market for any man-bought product from shave cream to life insurance.

It pays to put *Popular Mechanics* on your schedule and REACH THE P.M. MIND.

No, these underwear manufacturers don't all advertise in *Popular Mechanics*. We think they might do so profitably. **3 1/2 MILLION** men buy a lot of underwear.

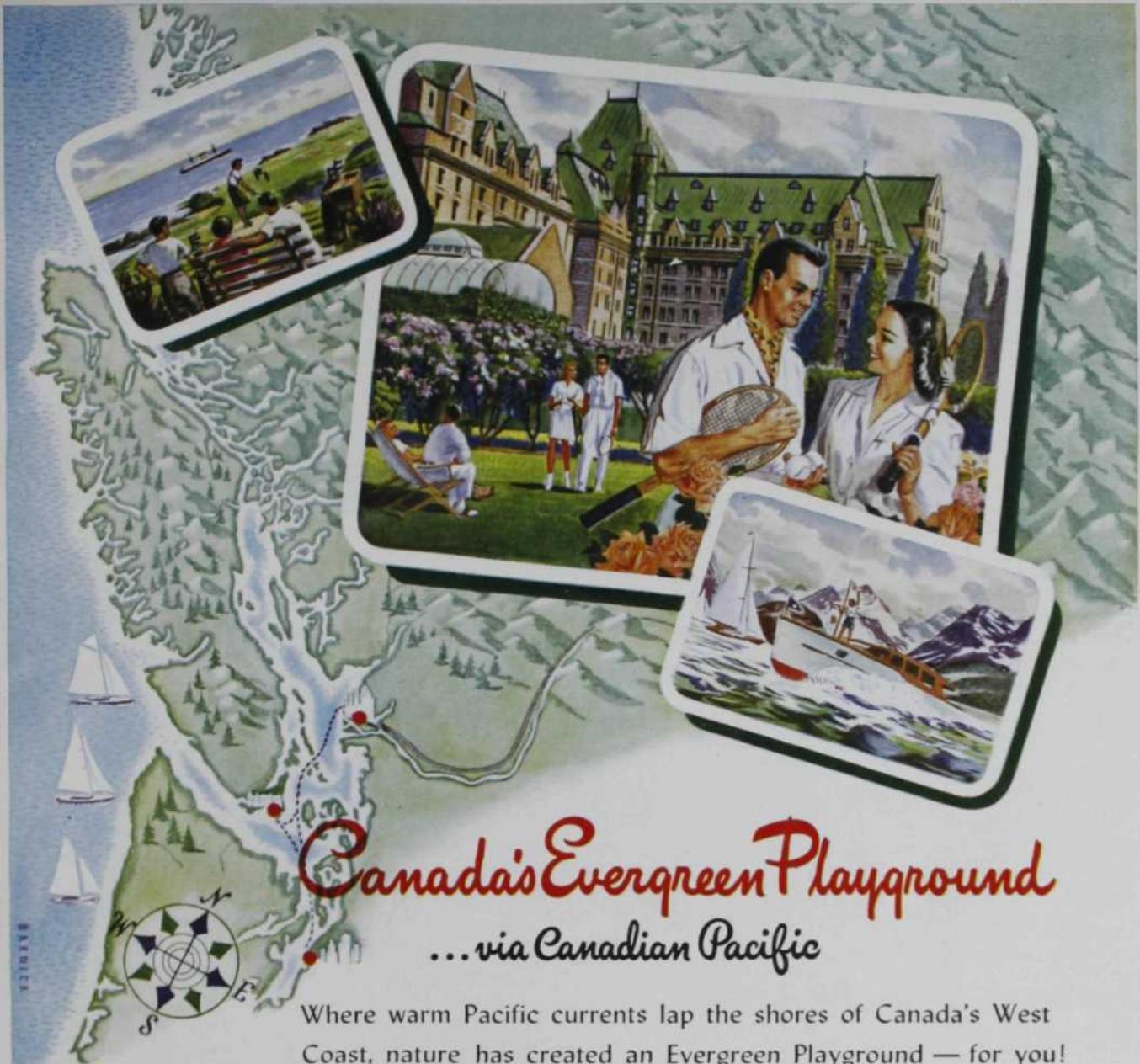


POPULAR MECHANICS

ADVERTISERS IN THIS ISSUE

SEPTEMBER • 1946

	PAGE	PAGE	
Acme Electric Corporation	98	Insurance Company of North America	34
<i>Schell Advertising Agency, Cleveland</i>		<i>Alley & Richards, New York</i>	
Alta Vineyards Company	92	International Salt Company, Inc.	83
<i>Garseld & Guild, San Francisco</i>		<i>J. M. Mathes, New York</i>	
Aluminum Company of America	6	Kansas Development Foundation, Inc.	88
<i>Fuller & Smith & Ross, Cleveland</i>		<i>McCormick-Armstrong Company, Wichita</i>	
American Credit Indemnity Company	68	Kaywoodie Company	107
<i>VanSant, Dugdale, Baltimore</i>		<i>Anderson, David & Platt, New York</i>	
American Telephone & Telegraph Company	3	Kennedy, David E., Inc.	103
<i>N. W. Ayer, Philadelphia</i>		<i>Gerald Lesser, New York</i>	
American Viscose Corporation	30	Kinther-Clark Corporation	2nd cover
<i>J. M. Mathes, New York</i>		<i>Foot, Cone & Belding, Chicago</i>	
Association of American Railroads	12	Lord Baltimore Hotel	81
<i>Benton & Bowles, New York</i>		<i>Emery Advertising Company, Inc., Baltimore</i>	
Beautiatur Corporation	90	Marchant Calculating Machine Company	98
<i>Carpenter Advertising Company, Cleveland</i>		<i>Brisacher, VanNorden & Staff, San Francisco</i>	
Bostitch, Inc.	8	Marsh Stencil Machine Company	82
<i>James Thomas Chirurg Company, Boston</i>		<i>Krupnick & Associates, St. Louis</i>	
Bradley Washfountain Company	93	May, George S., Company	4
<i>Kirkgaesser-Drew, Chicago</i>		<i>Jim Duffy Company, Chicago</i>	
Burroughs Adding Machine Company	71	Metropolitan Life Insurance Company	63
<i>Campbell-Ewald, Detroit</i>		<i>Young & Rubicam, New York</i>	
Canadian Bank of Commerce	107	Milwaukee Dustless Brush Company	92
<i>Albert Frank-Guenther Law, New York</i>		<i>Al Herr Advertising Agency, Milwaukee</i>	
Canadian Pacific Railway Company	3rd cover	Moore Business Forms, Inc.	32
<i>McKim Advertising Limited, Montreal</i>		<i>N. W. Ayer, Philadelphia</i>	
Chamber of Commerce of the United States		Morris, Philip, & Company, Ltd.	97
<i>of America</i>	82	<i>Albert Woodley Company, New York</i>	
<i>Direct</i>		Morse Chain Company	93
Chase National Bank	26	<i>Fred M. Randall Company, Detroit</i>	
<i>Doremus & Company, New York</i>		National Brewing Company	97
Chevrolet Motor Company	14	<i>D. Stuart Webb Services, Baltimore</i>	
<i>Campbell-Ewald, Detroit</i>		National Cash Register Company	13
Cities Service Oil Company	11	<i>McCann-Erickson, New York</i>	
<i>Foote, Cone & Belding, Chicago</i>		Nation's Business	91
Commercial Credit Company	79	<i>Albert Frank-Guenther Law, New York</i>	
<i>VanSant, Dugdale, Baltimore</i>		New Jersey Council	7
Commonwealth Edison Company	65	<i>United Ad. Agency, Newark</i>	
<i>J. R. Persholl Company, Chicago</i>		North Carolina, State of	99
Cook Electric Company	5	<i>Eastman, Scott & Company, Atlanta</i>	
<i>Technographics, Inc., Chicago</i>		Parsons Paper Company	10
Designers For Industry	107	<i>Wilson, Haight & Welch, Hartford</i>	
<i>Boyle-Kerr Company, Cleveland</i>		Photographers Association of America	90
Detroit Diesel Engine Division	24	<i>Foster & Davies, Cleveland</i>	
<i>Kudner Agency, New York</i>		Popular Mechanics Magazine	110
DoMore Chair Company, Inc.	81	<i>George H. Hartman Company, Chicago</i>	
<i>MacDonald-Cook Company, South Bend</i>		Prudential Insurance Company of America	105
Duophoto Corporation	80	<i>Benton & Bowles, New York</i>	
<i>Manning Advertising Agency, New York</i>		Pullman Company	67
Eastman Kodak Company	69	<i>Young & Rubicam, Chicago</i>	
<i>J. Walter Thompson, New York</i>		Reynolds, R. J., Tobacco Company	4th cover
Erie Railroad Company	9	<i>William Esty & Company, Inc.</i>	
<i>Griswold-Eshleman, Cleveland</i>		Ritepoint Company	98
Executive, Inc.	85	<i>Ridgeway Company, St. Louis</i>	
<i>Joseph Katz Company, New York</i>		Rovers Brothers, Inc.	93
Felt & Tarrant Manufacturing Company	36	<i>Hays Advertising Agency, Burlington</i>	
<i>N. W. Ayer, Philadelphia</i>		San Jose Chamber of Commerce	96
Ferguson, Harry, Inc.	101	<i>Wank & Wank, San Jose</i>	
<i>Fuller & Smith & Ross, Cleveland</i>		Santa Fe Railroad	89
First Boston Corporation	92	<i>Leo Burnett Company, Chicago</i>	
<i>Doremus & Company, New York</i>		South Carolina Research, Planning & Development Board	109
Florida, State of	106	<i>Liller, Neal & Battle, Atlanta</i>	
<i>Allied Advertising Agencies of Florida, Tallahassee</i>		Southern Comfort Corporation	74
Fruehauf Trailer Company	2	<i>Jackman & Flaherty, St. Louis</i>	
<i>Schipper Associates, Detroit</i>		Southern Railway System	73
Galter Manufacturing Company	95	<i>Newell-Emmett, New York</i>	
<i>Sidney Lenby, Chicago</i>		Speed Products Company	80
Gargilis, Stephen	81	<i>Charles Dallas Reach Company, Newark</i>	
<i>Guin-Mears Advertising Agency, New York</i>		Stronghold Screw Products, Inc.	107
Georgia Power Company	90	<i>Maxwell Sackheim & Company, New York</i>	
<i>Eastman, Scott & Company, Atlanta</i>		Travelers Insurance Company	26
Goodrich, B. F., Rubber Company	1	<i>Young & Rubicam, New York</i>	
<i>Griswold-Eshleman, Cleveland</i>		UARCO, Inc.	28
Goodyear Tire & Rubber Company	16	<i>Buchen Company, Chicago</i>	
<i>N. W. Ayer, Philadelphia</i>		Union Carbide & Carbon Corporation	77
Hamilton, Alexander, Institute	80	<i>J. M. Mathes, New York</i>	
<i>Ralph H. Jones, Cincinnati</i>		U. S. Fidelity & Guaranty Company	15
Hancock, John, Mutual Life Insurance Company	75	<i>VanSant, Dugdale, Baltimore</i>	
<i>McCann-Erickson, New York</i>		Wabash Railroad	102
Harnischfeger Corporation	22	<i>Gardner Advertising Company, St. Louis</i>	
<i>Buchen Company, Chicago</i>		Washington Properties, Inc.	90
Hercules Powder Company, Inc.	72	<i>J. M. Hickerson, New York</i>	
<i>Fuller & Smith & Ross, New York</i>		Willys-Overland Motors, Inc.	78
Household Magazine	95	<i>Exell & Thurber Associates, Toledo</i>	
<i>Buchen Company, Chicago</i>		York Corporation	86-87
Industrial Realtors, Society of	107	<i>Ivey & Ellington, New York</i>	
<i>Direct</i>			



Canada's Evergreen Playground ... via Canadian Pacific

Where warm Pacific currents lap the shores of Canada's West Coast, nature has created an Evergreen Playground — for you!

In the very heart of this garden spot—at beautiful Victoria—stands the ivy-clad Empress Hotel, famous for gracious living and quiet, unhurried luxury.

Here summers are cool and refreshing . . . winters mild and balmy. There is no "closed season" on beautiful Vancouver Island—or the nearby mainland of British Columbia.

For full information consult any
Canadian Pacific Railway office
or your own agent.

Canadian Pacific



The doctor makes his rounds

● Wherever he goes, he is welcome... his life is dedicated to serving others. Not all his calls are associated with illness. He is often friend and counselor. His satisfactions in life are reflected in the smiling faces of youngsters like this one below, and of countless others whom he has long attended.

Yes, the doctor represents an honored profession... his professional reputation and his record of service are his most cherished possessions.



R. J. Reynolds Tobacco Company, Winston-Salem, North Carolina

According
to a recent
Nationwide
survey:

MORE DOCTORS SMOKE CAMELS THAN ANY OTHER CIGARETTE

- "What cigarette do you smoke, Doctor?"

That was the gist of the question put to 113,597 doctors from coast to coast in a recent survey by three independent research groups.

More doctors named Camels than any other cigarette.

If you're a Camel smoker, this definite preference for Camels among physicians will not surprise you. If not, then by all means try Camels. Try them for taste... for your throat (see right).

CAMELS

Costlier
Tobaccos

Your "T-Zone" Will Tell You...

The "T-Zone" — T for taste and T for throat — is your own proving ground for any cigarette. For only *your* taste and *your* throat can decide which cigarette tastes best to *you*... and how it affects *your* throat.

